



College AND UNIVERSITY Business

AUGUST 1951: This Business of Education • Enrollment, Fee
and Salary Survey • Laundry Modernization • Business Officer
Training • Food Service Operation • Getting Faculty Cooperation



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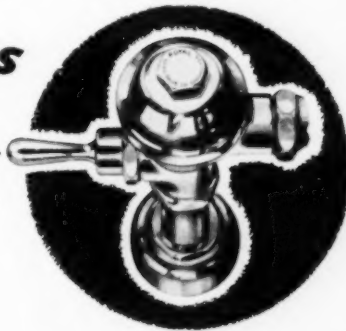
reception room. Typical of the modernity of this new building is an elevator control which automatically adjusts to traffic flow conditions. Likewise typical of highest standards was the selection of SLOAN FLUSH VALVES for installation throughout the building—another evidence of preference that explains why . . .

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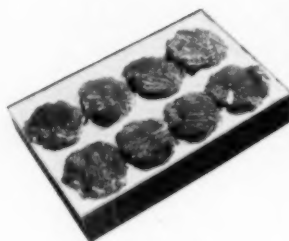
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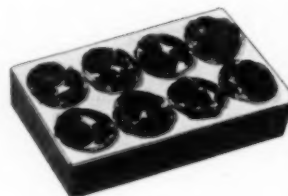
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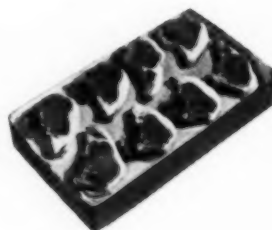
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August 1951

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Among the Authors



Lloyd Morey

LLOYD MOREY, controller of the University of Illinois since 1916, discusses on page 27 some of the factors that should be considered in establishing professional standards for the development and training of college administrative personnel. Widely known as an authority in college and university financial administration, Mr. Morey was chairman of the National Committee on Standard Reports for Institutions of Higher Education from 1930 to 1935. The report of this committee is considered the bible of university finance. He was later chairman of the Financial Advisory Service of the American Council on Education and has been an officer and active member of many other accounting and educational organizations and commissions during recent years. He was editor of *Educational Business* from 1930 to 1938 and has been a frequent contributor to many educational, governmental and accounting publications. A member of a large number of civic, social and honorary societies, he also has been director of music at the Trinity Methodist Church in Urbana and is a composer of numerous musical works.



Charles W. Hoff

CHARLES W. HOFF, vice president in charge of business at the University of Omaha, presents on page 29 a portion of the annual survey that he conducts on trends in college fees, salaries and enrollments. He is a past president of the National Association of Educational Buyers; he also has been active in the Central Association of College and University Business Officers and the National Education Association. Prior to accepting his appointment at the University of Omaha, Mr. Hoff had been assistant general manager of the Chamber of Commerce of Lincoln, Neb.



Peter M. Kohl

PETER M. KOHL, business manager of the Cincinnati Conservatory of Music, was active in business and public utility accounting circles before accepting his present appointment. On page 42 he describes the modernization of his institution's laundry. His hobbies include inventions, model train setups, fishing, home gardening, volleyball, baseball, handicraft, electrical and automotive maintenance, spray painting, woodworking, general household maintenance, and an interest in music (seems logical enough for one on the staff of a music school!).



S. F. Bretske

STANLEY F. BRETSKE, vice president and controller of the University of Chattanooga, joined the university staff in 1924 after experience in the exporting business. On page 48 he advises on technics to be followed in obtaining cooperation between administration and faculty. He was a two-term president of the Southern Association of College and University Business Officers and is an active member of many civic clubs. His hobbies are golf, fishing and sketching.



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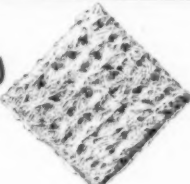


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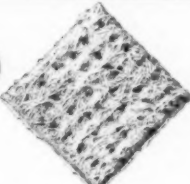


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Questions and Answers

Curtailing Budget

Question: What procedures should be followed in determining where emergency cut-backs of the budget should take place when this action becomes necessary?—P.M., Kan.

ANSWER: The approach to the problem should be a three-way process, at first. While the *business manager* is preparing his careful estimates of income and costs for the year ahead, on the basis of business as usual (normal enrollment and normal expenses), the *registrar* and/or *admission officer* should be preparing a very careful estimate of anticipated enrollment, and the *academic deans* should be setting down on paper a review of the educational objectives of each department of the institution, along with an analysis and evaluation of the methods being used to reach those objectives.

At the same time the business officer should be gathering comparative salary and student-fee information from other comparable institutions. He should compute departmental costs in his own school and be prepared to give the president all possible information about the final net cost per credit hours of academic activities in every department.

While the business manager prepares these factual data the deans should be carefully evaluating the various parts of the academic program, determining which activities are least important, and the order in which they could or should be eliminated in case of greatest emergency, with least jeopardy to the objectives of the institution and to academic accreditation.

Finally, this initial study stage requires that the business manager make a careful estimate of the actual financial deficit with which the institution is faced, on the basis of the registrar's estimate of enrollment and his own estimate of expenses.

With all of this information at his disposal the next step is the president's! Where *can* and *should* the savings be made? The president himself must review the institution's academic objectives, strengths and weaknesses. And perhaps a reevaluation of some too-

expensive "traditions" is necessary. Has the fine, but costly, music program failed to hold its high enrollment? Has the president been bold enough to explain the truth to the trustees—that their budget-loyalty to those fine music professors who actually built the reputation for the school, years ago, is now jeopardizing the very life of the other departments that draw far more students?

What of the athletic program? Can college presidents any longer be honest with their trustees, their patrons, and their students budgetwise? What are the basic purposes of the college in layman's language? Are all of the "extra" activities contributing toward those objectives? (If not, are they self-supporting, and not bleeding the basic program?)

After the president and the deans have indicated which activities might be curtailed or eliminated (at least for budget-estimate purposes), the business manager can estimate possible savings, not only in costs of personnel and direct expenses but in administrative, overhead and equipment cost. Too often the latter is expected to make his cuts *before* the academic and extracurricular activities program is curtailed. This attempt is futile.

The business manager must provide all of the necessary facts to be used by the president for the latter's policy recommendations to the board of trustees. But the business officer should use great caution and never give any-

one the opportunity to feel that he is making academic policy decisions.

Final warning! The underpayment of personnel is not economical operation. Even though it may necessitate the curtailment of the program, it is wiser to retain fewer faculty and non-instructional personnel than to permit the salary scale to get far out of line. This policy does not guarantee competence. But if human beings are forced to struggle along on inadequate rates of pay the entire program will suffer.—CHARLES W. HOFF, *vice president, University of Omaha.*

Who Does Buying?

Question: Who is the proper person to approach in regard to the purchase of cleaning compounds for swimming pools?—D.H., Iowa.

ANSWER NO. 1: In most instances the purchase of materials for cleaning pools is done by the buildings and grounds department, although sometimes purchases are made by athletic departments or stores.—A. F. GALISTEL, *director, physical plant planning, University of Wisconsin.*

ANSWER NO. 2: Maintenance of the swimming pools from a standpoint of sanitation is the responsibility of the director of physical education.—HARRY WOOD, *superintendent, Swarthmore College.*

ANSWER NO. 3: All compounds used in cleaning the swimming pool and the gymnasium are procured by our purchasing department—in most cases, through a recommendation by this department.—M. E. EKBERG, *superintendent of buildings and grounds, Northwestern University.*

ANSWER NO. 4: Janitors in the group of buildings devoted to athletics, including the pool, have been under the jurisdiction of the buildings and grounds department. Although in April of this year these employees were put under the direction of the athletics and physical education department, the buildings and grounds department will continue to supply all materials used.—ROBERT H. HEIDRICH, *superintendent of buildings and grounds, Amherst College.*

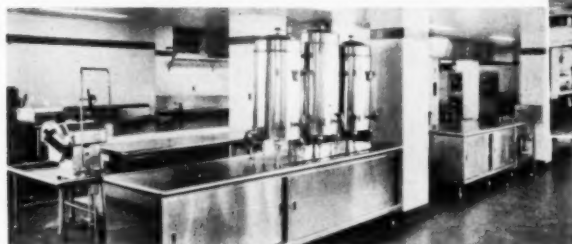
If you have a question on business or departmental administration that you would like to have answered, send your query to COLLEGE and UNIVERSITY BUSINESS, 919 North Michigan Avenue, Chicago 11, Ill. Questions will be forwarded to leaders in appropriate college and university fields for authoritative replies. Answers will be published in forthcoming issues. No answers will be handled through correspondence.

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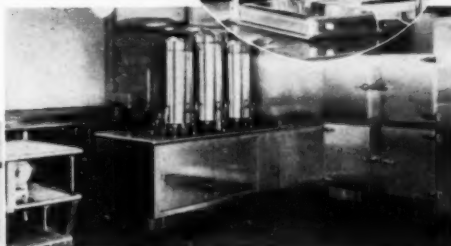
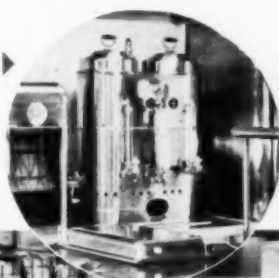
Northern Indiana Children's Hospital, South Bend.....	Honor Award
Weldon Cafeteria, Houston, Texas.....	Merit Award
Burdine's, Inc., Miami, Florida.....	Merit Award
M. K. Goetz Brewing Co., St. Joseph, Mo.....	Honor Award
Agnes Scott College, Decatur, Georgia.....	Merit Award

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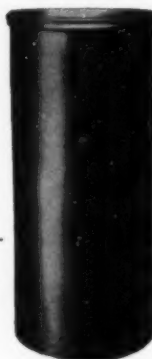
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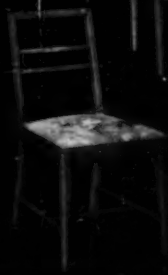


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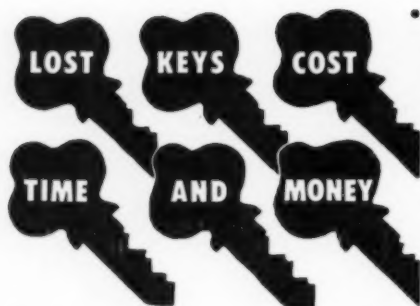
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7" (1200') reels or
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No. 326 Table—Available in every size, for every purpose, this sturdy table features a Natcolite top, surfaced with lifetime NEVAMAR . . . resistant to cigarette burns, stains, boiling water. Won't chip or crack. Easy to keep clean.

NATCOLITE tables and chairs are ideally suited to the needs of schools, colleges, institutions . . . wherever good looks, comfort and durability are essential.

No. 643 Chair—A sturdy, saddle-seat chair with many exclusive features of construction. Built to withstand daily rigorous use.



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They like this business-like way of controlling their student feeding costs . . . the savings in valuable administrative time, trouble and expense that result in Crotty Brothers' efficient management of the school dining hall.

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known prep schools and colleges, this service provides a complete Crotty-trained staff that functions smoothly as a school unit . . . assuring excellent food, economical operation and much needed continuity of responsible management.

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MEDART BASKETBALL BACKBOARDS conform strictly to every Official Standard. Every one, whether of steel, glass or wood, embody the finest of engineering, materials and craftsmanship to insure the utmost in rugged strength and durability. And as a "plus", when Medart Backstops are specified, is a complete engineering analysis of structural conditions so that the **RIGHT** Backstop is properly "tailored-to-the-job" for maximum rigidity and many years of vibration-free, maintenance-free service.

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STAINLESS STEEL REFRIGERATORS

PERFORMANCE-PROVED



AT THE CHICAGO ATHLETIC CLUB



Top Photo: Entrance to the Chicago Athletic Association on Michigan Avenue.

Directly Above: A section of the kitchen showing some of the Stainless Steel HERRICKS installed there.

At Right: Close-up of a HERRICK Reach-In Refrigerator at the Chicago Athletic Association.



One of Chicago's most popular clubs, the Chicago Athletic Association is far-famed for its good fellowship and fine food. Making a major contribution to the club's culinary reputation is a battery of five HERRICK Stainless Steel Refrigerators... two 12-Door Double-Front Pass-Throughs, one 8-door Reach-In, one 6-Door Reach-In and one 4-Door Reach-In. Selection of HERRICK by the Chicago Athletic Association is further proof of HERRICK's built-in durability, superb performance, utmost sanitation and maximum convenience. Write today for the name of your nearest HERRICK supplier.

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Rugged, smooth-working Dudley Locks have set a standard of school protection for thirty years. Install Dudley Locks, schoolwide, and forget your locker troubles. No budget expense when you use the Dudley Self-Financing Plan.



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In the New "SUN-TAN" Color

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THE PEABODY SEATING COMPANY, INC.
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W. E. Berube, Audio-Visual Department Director, inspects film in new Filmosound projector. The department library now contains 200 movie films and 800 film strips.

Pawtucket Schools Score 10 Year Film Program Success

B&H Filmosounds play basic role. The Pawtucket (R.I.) Schools' film program has been a success right from the start ten years ago. Today the city's schools use twenty 16mm sound projectors for the three-thousand-odd classroom showings every year. And the program is continually expanding!

Here's what W. E. Berube, Director of the Audio-Visual

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"No small factor in the success of our film program is the dependability of Bell & Howell Filmosound projection. This equipment is ruggedly built, quiet and dependable in operation. Filmosounds have proved themselves in the varied and hard use we have put them to."



The modern equipment at the disposal of this efficient staff assures the continued success of Pawtucket's Audio-Visual program.

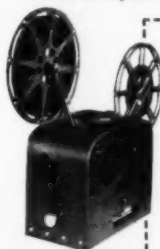
16mm Single-Case Filmosound. For classroom or auditorium, for sound or silent films. Will reverse or show still pictures. Completely contained in a single case. Built-in 6-inch speaker operates within the case or removed from it. Larger, separate speakers available for single or multiple use. Brilliant lifelike motion pictures, natural flutterless sound.

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Success of Pawtucket film program leads to central truck delivery service for rapid distribution of films and equipment to all schools.



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Please send me without cost or obligation
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Answers the "wraps problem" for classrooms, school cafeterias, PTA meetings etc. Ideal for shop coats, for drying athletic gear or storing academic robes, band uniforms etc. (with shelf assembled in top position, bar will take longest garment bags.)

Sturdy, rigid in use, these racks will stand up for years at permanent installations or can be quickly disassembled and stored in small space always available for emergency use. They are strongly built of heavy gauge steel, electrically welded. (when specified—16 double hooks will be provided that snap over hanger bar to accommodate 32 coats or laboratory aprons).

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From coast to coast, leading schools recognize Peterson's reputation for quality furniture for laboratory, home making and library departments. What ever your requirements may be, call on Peterson's experts for an economical solution to your problems... No obligation is incurred.

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TYPE M MIXER for Concealed Piping. Dial diam. 6". Mixer for exposed piping has 3 1/2" dial.

SAFETY
SHOWER MIXER MADE

ONLY ONE MOVING PART



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Thermostatic SHOWER MIXERS

are **SAFE** against scalding caused by

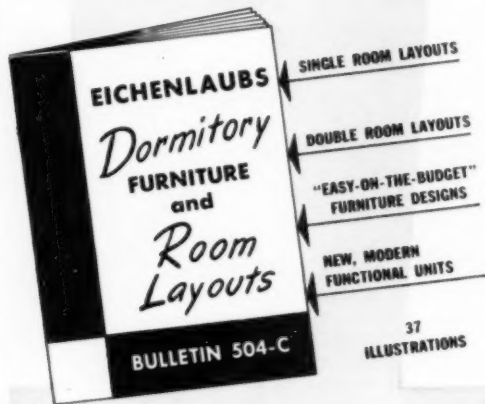
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Shower temperature remains constant wherever set. They're modern, really safe and non-scald. For new installations or when modernizing obsolete showers use POWERS mixers. Get Circular H48. 2706 Greenview Avenue, Chicago 14, Illinois.

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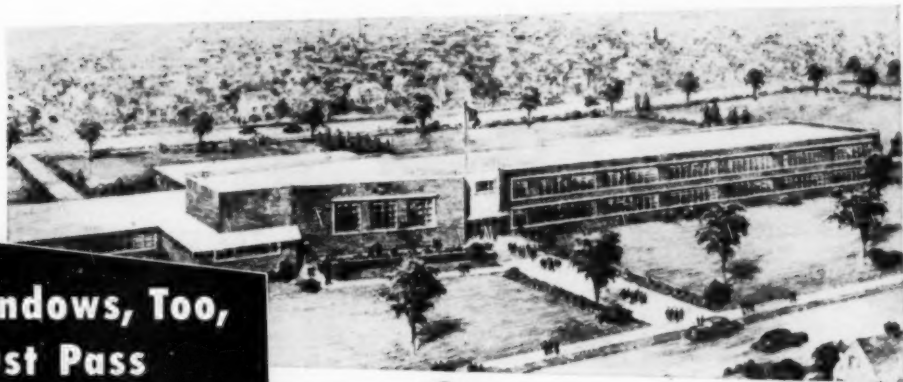
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And, those entrance requirements are tough!

Plenty of light and draft-free ventilation to prevent afternoon drowsiness... protection from air leakage during cold weather... they must be easy to clean, preferably from the inside — easy to open and close without calling the janitor...

All tough requirements, all vital fenestration essentials that performance-tested Auto-Lok Aluminum Windows are providing every day, throughout the country, in schools of all descriptions.

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Hundreds of school installations are **proof** that architects and school managements have been quick to recognize the basic difference in Auto-Lok operation. Patented Auto-Lok hardware pulls the vents in tight against the elastomeric vinyl weatherstripping, and *automatically* locks each vent at all four corners. This exclusive operation makes Auto-Lok the *tightest closing window ever made*. It is your only sure safeguard against drafts and cold spots due to leaky windows in cold weather... yet they provide 100% ventilation during warmer days... even when it's raining.

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- Reduces air-infiltration to the incredibly new low of 0.095 cfm per foot.
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- 100% ventilation, even when it's raining.
- Lower fuel and maintenance costs.
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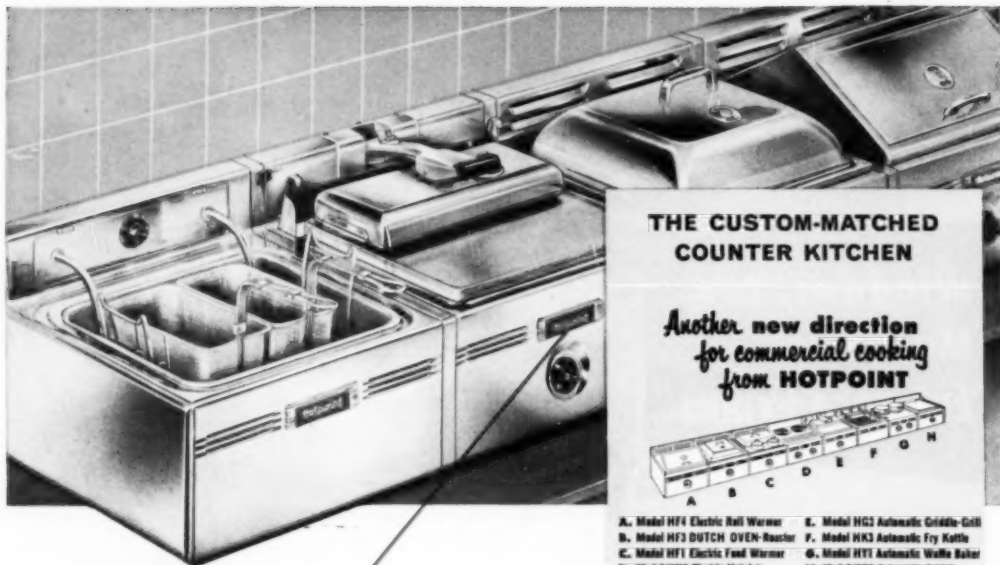
because we know that our engineering department can render invaluable service — they have had years of experience in fenestration problems — we suggest that you utilize this service in solving your window requirements.



Pictured above:
Mary B. Munford
Elementary School,
Richmond, Virginia
Arch.
J. Binford Walford,
O. Pendleton Wright

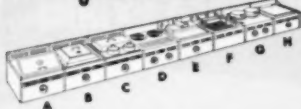
In this connection, we believe you will find our FREE booklet
"WHAT IS IMPORTANT IN A WINDOW?"
both interesting and helpful. Address Dept. CU-8.

LUDMAN CORPORATION
P.O. Box 4541
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THE CUSTOM-MATCHED COUNTER KITCHEN

Another new direction
for commercial cooking
from **HOTPOINT**



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| A. Model HF4 Electric Roll Warmer | E. Model HG2 Automatic Griddle-Grill |
| B. Model HF3 DUTCH OVEN-Roaster | F. Model HK3 Automatic Fry Kettle |
| C. Model HFI Electric Food Warmer | G. Model HFI Automatic Waffle Baker |
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"Out in Front" ALL THE WAY!

"Out in Front" All the Way... In Beauty, Value, Performance and Sales! The Hotpoint Custom-Matched Counter Kitchen creates important NEW DIRECTIONS for "out front" counter cooking!

Combining brilliant add-a-unit styling with the most important advancements in modern cooking equipment... the glamorous Hotpoint Counter Kitchen creates BETTER WAYS TO COOK... makes many new cooking accomplishments now possible for the first time!

Here are just a few of the Signposts to NEW DIRECTIONS in Counter Cooking brought to you exclusively by Hotpoint—

The **DUTCH OVEN-Roaster**... that captures the magic of famous old Dutch Oven recipes. It roasts, bakes and stews... prepares delicious one-dish meals... and holds them at serving temperature.

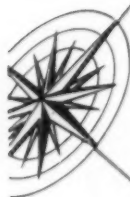
The world's most-wanted **Fry Kettle**... with lift-out fat compartment to banish old-fashioned clean-

ing methods... and the famous **Swing-Up Calrod®** Unit that cuts fat use up to 60%.

The world's only **Griddle-Grill**, the amazing device that griddles and grills on the same appliance at the same time.

And today another Hotpoint NEW DIRECTION takes its place beside the host of remarkable developments that have made this the **King of Counter Lines**. It's the new Hotpoint Custom-Matched Roll Warmer, with exclusive built-in Flavor Retainer and Natural Freshener... scientifically engineered to keep rolls fresher—longer!

You will be amazed and delighted when you learn all about every superiority in every model in the superb Hotpoint Counter Line. These are the fullest, finest possibilities of commercial cooking—for today and for years to come! See for yourself how extraordinarily fine commercial cooking can be—how efficient and profitable your own operation can become with the Custom-Matched Hotpoint Counter Kitchen.



Hotpoint

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HOTPOINT INC.
Commercial Equipment Dept.
211 S. Seely Ave., Chicago 12, Ill.

SEND IN COUPON TODAY!

We'd like to see and hear about the new Custom-Matched Counter Kitchen.

Name

Firm Title

Address

City State



"The Hotpoint Counter Kitchen has helped us to increase business 930%!"
Wohl's Restaurant—St. Louis

THE DIRECTOR OF PHYSICAL PLANT—TODAY

A. F. GALLISTEL

Director, Physical Plant Planning
University of Wisconsin



PROFESSIONALIZING OF COLLEGE STAFFS GOES ON apace. New developments in the fields of education and research have been paralleled by new developments in physical plant installations. The director of physical plant has had to keep pace with this progress to the point at which the position has become one of major importance.

The affairs of educational institutions were originally administered by a president, who was the fiscal as well as the academic head. Eventually the burden became too great, and a business manager was engaged and charged with the responsibility of administering all fiscal matters. The business manager likewise became overburdened and he added to his staff a controller, a bursar, a personnel officer, a purchasing agent, and, among others, a superintendent of buildings and grounds. Even the smaller institutions now have a supervising engineer, superintendent, director or other supervisor. While the titles differ, the basic duties are much the same.

In the good old days, college students, and faculty members too, usually were expected to shift for themselves. Life was simple. Now, buildings must be kept at uniform temperatures, and air conditioning, refrigerating and other equipment must be maintained. Cleaning, sanitation, operation of water and sewage systems, heating and generating plants and safety programs are all in the day's work. There may be car pools, mail and truck services, police and fire departments, and many other special functions to supervise and operate.

It is apparent that proper supervision of all of these services is no small task. The person in charge must expect to be called upon to do almost anything—at any hour of the day and night—promptly and good-naturedly. He frequently will be thrown into contact with the general public, faculty and students and must be of a temperament to maintain good public relations with all of these. The hours are long, the burdens are many; there is no time for fishing or golf. A weak man, physically or emotionally, is not equal to the tasks. Too, the director of physical plant must have a sense of humor and a realization that the main functions of an institution of learning are teaching, research and public

services. All else about the campus is secondary and contributory to these primary functions.

The director must be persona grata with city, county and state officials, whose functions frequently must be correlated with those of a college or university. He should be civic minded and engage in civic activities in cooperation with officials of these governmental units.

A director or superintendent must be a man of broad experience in the art of building, preferably an architect or a mechanical or civil engineer. Knowing the methods of assembling structures, he can more readily determine why they deteriorate and can undertake measures to correct or prevent deterioration. He must keep abreast of the times in order to incorporate new materials and technics into existing structures and operations.

He must possess the knack of acquiring good supervisory personnel in key positions. Since much of the departmental work is of a specialized nature, requiring mechanics who are above the average, he should establish a program of in-service training for apprentices, under good foremen. At the same time, he must determine how large an organization can be profitably employed, since the cost of internal production must be less than careful buying and effective contracting can produce.

Some 20 years ago Dr. Frank L. McVey, then president of the University of Kentucky, said: "Professional training is essential. The old-fashioned superintendent of buildings and grounds can hardly cope with eccentricities of motors, machines, valves, meters, contours, balances, mathematical calculations of stresses and pressures. This new calling requires the trained engineer who has had experience in the practice of his profession. The new plants of colleges and universities are complicated and intricate. The demands of the students, professors and the public grow every day. The sanitation of buildings, the beauty of grounds, the heating and lighting of rooms, offices and laboratories, protection of property, maintenance of structures against wear and decay, the care and beautifying of grounds all rest on this officer, who should be accorded an honorable place in the staff of an institution of higher learning."

Looking Forward

Who Pays For Research?

IT'S TIME FOR SOME COLLEGE PRESIDENTS, DEANS AND faculty members to brush up on their mathematics, if they expect their institutions to continue their ability to receive research grants from the federal government.

Many deans and research specialists on college and university faculties have been involved in a scramble to land more research contracts than the college down the road has landed. To them the acquisition of a variety of federal research contracts is the badge of academic respectability. What they overlook is that in many contracts the institution is paying the bill rather than the agency that is supposedly supplying the funds.

During the years of World War II, college administrators were able to work with members of the armed services to establish suitable principles for contract procedures. The procedures were first worked out with the U.S. Navy in a document (popularly known as the "Blue Book") entitled "Explanation of Principles for Determination of Costs Under Government Research and Development Contracts With Educational Institutions." Later, this material was incorporated in a manual for all the armed services and serves as a contract guide today.

Responsible business officers of universities report that the Armed Services Manual on Principles of Government Research is working out reasonably well, though most of them will admit that it is far from being a perfect document.

For some reason, the Atomic Energy Commission and the U.S. Public Health Service do not find the principles of contract procedure in the armed services manual acceptable. One of the biggest bones of contention is allowance for indirect costs. The Public Health Service at first made no allowance whatsoever for such indirect costs as utilities, building maintenance, use of physical plant, and administration. An amendment later permitted 8 per cent of the total grant to be allocated to indirect costs. This amount does not nearly cover the indirect costs involved, competent college business administrators testify. W. T. Middlebrook of the University of Minnesota states: "... at my institution, even allowing for the equipment left with the institution, this allowance provides for only about one-third of the total indirect costs. These grants, large in number and amount, are placing a heavy financial burden on limited resources. Yet I ask you whether you believe that our institutions could refuse the research grants without seriously damaging internal and public relations."

The inconsistency of the position taken by these federal agencies is apparent when their policy is compared with the research contracts they have negotiated with business firms. In such contracts both direct and indirect costs are allowed and a business profit as well. Why should a nonprofit institution be penalized?

An inter-association committee of the college and university business officer associations has been working hard and long on the problem, as has another committee of the Association of Land-Grant Colleges and Universities and the National Association of State Universities. However, the work of these groups is being hampered by the attitude and behavior of those campus officials who are urging the acceptance of a wide variety of federal research projects. On more than one occasion the college administration has had to choose between signing an unprofitable contract in order to retain an unusually capable faculty person and rejecting the research contract and thereby losing the faculty member.

The business manager needs to teach a lesson in elementary mathematics to those administrators and faculty members who busily drum up new business in the form of research contracts but who lack any perception of how the entire bill is to be paid. Research grants of this type can lead to bankruptcy.

Function of a University

IN RECENT YEARS THE FREQUENCY AND INTENSITY of attacks on the academic freedom of universities seem to be on the increase. Pertinent to the discussion is a statement by Robert Redfield, professor of anthropology at the University of Chicago.

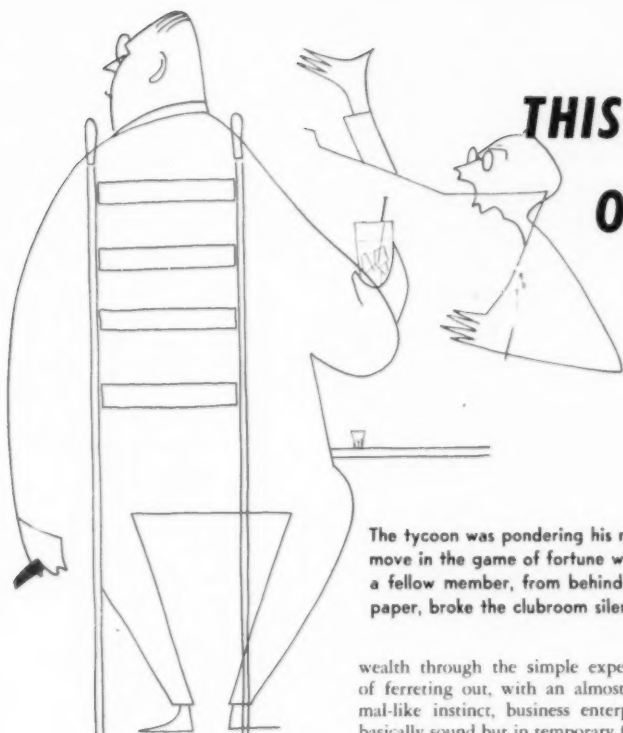
"Things are said and thought and proposed in universities which people outside them are not themselves in the habit of saying and thinking.

"When people begin to find thought dangerous, they will suppose universities to be dangerous, and then the duty of a university includes the obligation to incur the charge it is dangerous.

"The president or chancellor of the university will be in hot water. That is where, from time to time, he ought to be.

"If everything the university people did were acceptable to all influential segments of public opinion, the university would be failing in its duty. We do not preserve our liberties by pleasing people. A wholly pleasing university cannot be great and free."

Well stated, Professor Redfield.



THIS BUSINESS OF EDUCATION

W. W. MURRAY

Assistant Business Manager
North Carolina State College of Agriculture
and Engineering

The tycoon was pondering his next move in the game of fortune when a fellow member, from behind his paper, broke the clubroom silence.

WITH A BOW AND A WAVE OF THE hand the gateman motioned them past his station, through an arch centered by a dignified sign admonishing those who might presume to enter that this property was "Private — Members Only."

Settled back among his velvet cushions the passenger paid scant heed to the majesty of his surroundings as the powerful limousine throbbed its way along the winding road, bordered by towering trees and broken occasionally by rustic bridges over emerald green lakes of great beauty. Up and up the trail, to the very summit off the lordly hill, they wended their way, until at last the big car glided to a stop beneath the porte-cochere of a magnificent mansion. Thus, as was his wont, a great financial tycoon began his daily ritual of seeking an hour's seclusion, at least from those of a different ilk, at his club.

Tales of his business acumen were legend. He had attained fabulous

wealth through the simple expedient of ferreting out, with an almost animal-like instinct, business enterprises basically sound but in temporary financial distress, buying them at ridiculously low prices, reorganizing and revitalizing them, and then holding his massive vault door open as the profits poured in.

Seated in his ladder-back chair, sipping a gin and bitters, he pondered over his next move in the game of fortune. Suddenly the silence of the lounge was broken by a loud guffaw. "Say," said his neighbor, "here's a good one in the afternoon paper. For Sale: Old established business. With efficient management should be operated at annual deficit not in excess of \$2 million. Price, including buildings, equipment and good will, \$20 million. Terms can be arranged. Room 102, 712 University Drive."

"That one reminds me," continued the raconteur, "of the drunk who staggered up to the bar and offered to bet the bartender that he could identify by taste all the ingredients of any drink the bartender could concoct. With a knowing grin the bartender stooped behind the counter and poured into one large glass a mixture of bourbon, Scotch, rye and Irish whiskies, gin, rum and vermouth. To the amazement of the bartender and several customers, the gentleman

took a couple of sips of the drink and without hesitation named every ingredient. Considerably chagrined, but not to be outdone, the bartender proposed another test, this time filling a glass with pure water. The drunk took a sip, frowned, took another, and then with a puzzled expression and a slow shake of his head proclaimed: 'I don't know what it is, but it won't sell!'

"No, sir, I don't know what that guy's trying to get rid of, but whatever it is it won't sell."

Then, in high glee, he betook himself to another listener to get another laugh out of his story. But our friend, the ferret, sniffed, then quietly left the lounge and ordered his car, directing his chauffeur to take him to 712 University Drive. He had moved his pawn.

* * * * *

Room 102, Memorial Hall was astir. The ever efficient secretary to the business manager, gazing dreamily out the window, had noticed a big car, expertly maneuvered by a liveried chauffeur, squeeze into one of the narrow parking spaces reserved "For Visitors Only." With a mental note that she might add this example of perspicacity to her growing list of reasons why she should have an increase in salary, she scurried into the business manager's office to inform him that a person of apparent affluence had arrived, and possibly might be calling on him. Urging the secretary to hold him off for a few minutes, the business manager closed his door, hurriedly folded the papers on his desk and stacked

Text of an address delivered before the 23d annual meeting of the Southern Association of College and University Business Officers, Chattanooga, Tenn., March 30, 1951.

them in a neat pile on the corner; then with an impatient shrug opened a desk drawer and stored the entire pile therein. Going quickly to his supply cabinet he procured a dust cloth and carefully polished the top of his desk, emptied his ash tray (why in the world did the janitor leave that dead cigar in there overnight?), glanced at the thermometer on the wall and raised a window.

He then slipped quietly out a side door into the president's office and borrowed a sedate leather chair that he quickly exchanged for the wooden guest chair by his desk, and set the wooden chair neatly over a badly worn spot in the carpet. From a drawer of his microfilm file he pulled out a box of good cigars he had saved for just such an occasion and placed it on his desk, at a casual angle but within easy reach of the guest chair. Next he straightened the portrait of his most illustrious predecessor (the first bursar of the establishment) and with his cloth tried vainly to remove the newly revealed dust line on the wall, all the while arguing with himself that even though it might be a little ahead of maintenance schedule it would be advantageous to his establishment for a public office of this nature to be repainted, which job he firmly resolved to have accomplished on the morrow.

Then he rolled down his sleeves, fastened his collar and straightened his tie, ran a comb through his thinning hair, slipped on his coat (thank goodness he had worn his best suit) and stood back to survey his handiwork.

Noting that his secretary had failed to remove the sheet for last month from his calendar, he quietly attended to this chore, and then with a stroke of genius took a red pencil and made bold and impressive looking circles around several dates, entering at random "2:00 — Trustees"; "9:15 — Smith," and so forth. Finally he wiped his brow with his handkerchief, seated himself at his desk and opened the latest issue of *Fortune* (never before had he so greatly appreciated the Christmas gift subscription from his wife), took a deep breath, and then nervously but firmly touched the button to buzzer No. 2. David was ready for his Goliath.

"Good afternoon, sir. My name is —"

"Is this your ad?"

"Which one? Oh, yes, sir, it is. May I have your hat and cane?"



The business manager tore last month's sheet from the office calendar and then made bold circles around several dates, writing: "2:00—Trustees."

"What kind of business is this you're trying to sell?"

"Well, I guess—please have a seat, sir—I guess one would say it's the business of education."

"Be specific, man."

"Very well, sir. Actually what we are offering for sale is the entire college. Cigar?"

"What college?"

"This one! Light?"

"Is this a college?"

"Certainly! I beg your pardon, sir. I thought you knew where you were. This is the main administration building of —"

"Yes, yes! I remember now. Always knew there was a college over in this area, but never bothered to locate it. So you want to sell it. What's wrong with it?"

"Oh, nothing, sir. It's just that —"

"Never mind! I haven't bought a hundred bankrupt businesses without hearing all the answers to why the owners want to sell. The real reason is always the same, though; they've got something on their hands they can't handle and want to find some sucker to get them out of their troubles."

"Maybe you're right, sir, but with us it's different. You see, in this business of education there are —"

"Never mind the rationalization. It's probably all poppycock anyway. The point is, you have something to sell, at a price that, even in these days when children begin learning their sums at one billion, is still a lot of money. Twenty million dollars! You

expect me to invest that much and then lose \$2,000,000 each year? Ha! Don't you think that with that amount of money involved I should be privileged to receive a little factual information?"

"Why, certainly, sir. That's what I've been trying to —"

"Suppose you let me ask a few questions. Do you think you can answer them?"

"I'll do my best, sir."

"All right, then. But remember one thing. If I'm interested after talking to you—which I seriously doubt—I'll have my agents check everything you tell me. It's *facts* I want! Understand? Facts, not fancy."

"Facts you shall have."

Question: How would one classify a college insofar as the nature of the business is concerned?

Answer: While education is a unique process, I suppose the only answer would be "manufacturing."

Q: And what is your product?

A: Brains. No, let me qualify that. The human brain is the gift of Almighty God. Suppose we say that the business of a college is to take the brain and improve it.

Q: A right thoughtful answer. In business a basic commandment is "Know Your Costs." What is the cost of producing one of these "super" intellects?

A: Begging your pardon, sir, we make no claim to producing geniuses. Sometimes it is our good fortune to have one emerge, but primarily we expect to receive, and to work with, average human beings, whose natural ability is no greater or no less than that of the young people not afforded the opportunity of attending college. As for your question, our latest figures show that it costs \$1500 per year to keep a student at this school.

Q: And the college pays this entire cost?

A: Oh, no, sir. The student pays about \$1000 and the college, from its other resources, pays about \$500.

Q: So, I presume that since you lose \$2,000,000 per year you have about 4000 students.

A: That's correct, sir.

Q: It takes four years for a student to go through this school?

A: Yes, sir, through the undergraduate level. Of course we have our graduate school, and —

Q: One thing at a time, please. It costs the owner \$500 per year to keep the student in college, and it

takes four years for him to finish, so your net cost per finished article is \$2000. Right?

A: No, sir. I'll have to admit it's even higher. You see, only about half of the students who come here as freshmen remain to graduate. In other words, you could expect that with 4000 students in a four-year curriculum we would have an average graduating class of 1000. Actually, though, we average only about 500 graduates per year, which, incidentally, is gratifyingly high as compared with a few years ago. Since our annual operating deficit is \$2,000,000 it is only fair for us to admit that the cost of the finished product, as you describe it, is \$4000, rather than \$2000. We feel, though, that even the student who attends college for only one semester derives —

Q: Thanks for your frank answer. Now, are your graduates generally more successful financially than those who don't attend college?

A: Yes, sir. According to statistics the average income of college trained men and women exceeds that of those without such training.

Q: Then I presume that you have an arrangement with your students whereby after graduation they repay the college the \$4000 expended in their behalf?

A: No, we have no such arrangement. Of course, our graduates quite often make sizable donations to —

Q: And send you their children to educate at a loss! Pray, man, what would be the objection to making them pay, either while in school or after graduation?

A: Simply because our purpose in being is not to benefit individuals, but through improvement of individual characteristics to build a better world in which—but really, sir, without intending to be rude I can't refrain from expressing my opinion that we are both wasting our time. Apparently you came here with predetermined ideas which no amount of —

Q: Don't get testy, now. I'm insulted every day over matters involving much less than \$20,000,000. However, I agree with you that it would be a waste of time to discuss further the philosophy of "charity to all" which seems to permeate your organization. Time enough to work that out should I perchance decide to take over. Meanwhile, let's get back to tangible matters. I should like to know

just what physical properties are involved in this sale.

A: Here's a map of the campus. There are 36 buildings, valued at \$15,000,000.

Q: At today's inflated prices?

A: Oh, no, sir. They are shown at actual acquisition value. They would be worth double that today.

Q: For what purpose?

A: Well, I guess they could be adapted to other purposes, but all of them were constructed for educational purposes. I might say, however, that our trustees would never consider selling to anyone who contemplated using the buildings for —

Q: Suppose you desist from trying to read my mind and just answer my questions. What is this building No. 18?

A: Our Faculty Club.

Q: Will you tell me a little about it?

A: Certainly. It was built about five years ago, at a cost of about \$325,000, and is used, as the name implies, as a club building and recreation center for members of our faculty and administrative staff.

Q: What are the annual dues?

A: Membership is free. A committee from the membership operates a refreshment stand and makes enough profit to keep the club furnished with such things as cards and checker boards.

Q: And to pay rent?

A: The college makes no charge for the use of the building.

Q: Zounds! No wonder you lose \$2,000,000 per year. I happen to be a member of a social club myself. We spent \$285,000 in acquiring a piece of property, including an old Colonial home that was remodeled into a clubhouse, and you can be sure that the first thing we did was set the annual dues at a figure sufficient to amortize the debt. I guess there's no use in asking about any other buildings. I venture the guess that all are handled in the same impractical manner. Who sets the policies around here, anyway?

A: I presume by "impractical" you mean there is no cash profit—you would give no consideration to student or employee morale. My apologies, sir. I almost forgot my promise to stick to facts, not philosophy. Would you repeat your question?

Q: Certainly. Who sets the policies for this "almshouse"?

A: Our policies fall into three cate-

gories. First are General Policies. These were set for us by our founders and are incorporated in our charter. They merely set out in a general way our mission—the task to which we are dedicated. Suffice it to say that nowhere in the charter does the word "profit" appear, unless perhaps with the prefix "non." Next are Major Policies. These encompass such things as salary schedules, number of students to be admitted, retirement and other employee benefit plans, and are set by our board of trustees, generally upon recommendation of the administrative council. Finally there are Departmental Policies. These are set by all of us who are charged with the responsibility of carrying out the mandates of the trustees and, of course, constitute our operating plan.

Q: Quite interesting. May I see your administrative organization chart?

A: I'm sorry I don't have a copy. Our trustees adopted one about five years ago, and I imagine I can find a copy in the president's office.

Q: Never mind. It probably isn't followed anyway. You mentioned employees a moment ago. How many employees do you have?

A: About a thousand.

Q: How many?

A: To be exact, 994, of whom 384 are engaged in teaching.

Q: One employee to four students. Or, if I remember your figures correctly, two employees to every candidate for graduation—finished product, if you will. How does this compare with other colleges?

A: I would think for a school of our size and type it's about average.

Q: Do you know how many automobiles one man can build in a year? How many tons of coal one miner can dig?

A: No, sir, I don't. But that's beside the point. We're talking about an altogether different type of operation. This is a college —

Q: This is a college! This is a college! Why do college administrators always consider that they are working for some sacrosanct organization that should not undergo an occasional unprejudiced analysis? Is everything here good?

A: By no means, sir. We are constantly striving to find more economical means of operation. But we definitely do not intend to cheapen our product.

Q: An admirable resolution. I hope your fairy godmother was listening.

Where do all of these people work?

A: Here's a copy of our budget. See for yourself. Frankly I'm getting a bit tired.

Q: About time to go to sleep in the ivy, eh? Well, I won't detain you much longer. Here's a professor of chemistry with a salary of \$6900. What age person is he?

A: Which one? Oh, he's about 62.

Q: Here's an instructor in chemistry at \$2600. Do you happen to know his age?

A: Yes, he's about 24; a Phi Beta Kappa graduate of this school two years ago.

Q: How much teaching is each doing?

A: I don't have the records but could find out by calling the registrar.

Q: Please do so. Where's your men's room?

A: Down this hall, second door to your left . . .

* * * * *

Q: Well, what did you find out?

A: The professor is teaching nine credit hours, and the instructor 18.

Q: If my arithmetic's correct, then you could dismiss the professor, and another just like him, replace the two with one instructor, and save \$11,200 per year. Can you think of any reason for not doing this?

A: Yes, both human and academic, but you certainly would disagree with me, so I'll save my breath. Suffice it to say that the professor holds a life tenure contract, contingent upon the performance of his assigned duties, and cannot be removed until he reaches compulsory retirement age of 65.

Q: Just as I suspected—rest home for the aged. Do you furnish free wheelchairs and ambulance service to get them to the Faculty Club? Say, you should see a doctor. Your face looks like you have a fever. Do you have unions among your other employees?

A: Just locals, primarily of an employees' mutual aid nature. No national affiliation.

Q: In the hall a few minutes ago I saw six men taking out some cardboard boxes. Do you happen to know what they were doing?

A: Yes. They are transferring some old records to Central Archive.

Q: I presumed as much. What type of records are they?

A: Oh, general records, canceled checks, copies of vouchers and in-

voices. We maintain a warehouse for storage of old records. All the departments of the college are required to turn old records over to the college archivist.

Q: Are all the records valuable?

A: No. The archivist, after consultation with the department heads, destroys those considered of no value and catalogs and stores the rest.

Q: Which of the financial records do you authorize him to destroy?

A: Well, several years ago we discarded all the vouchers and invoices over five years old.

Q: And you haven't authorized any destruction within the past few years?

A: Well, as a matter of fact the archivist hasn't checked with me recently. I guess he's behind in his work.

Q: I thought so. The college archivist exists on paper only. So much worthless junk is dumped on him that he long ago realized the futility of trying to go through it all, so he's become nothing more than a warehouse superintendent, filing everything and begging for more space. Isn't that true?

A: Possibly so. Our president, however, has recently named a committee on archives to see what can be done to work out an improved system.

Q: Do you know what your present system costs you?

A: Something less than \$5000 per year. The only salaries are those of the archivist and one janitor, and, of course, it costs a little for heat and lights.

Q: Shall I give you the correct answer?

A: Please do. I should have known you'd know more about it than I.

Q: Your face is still flushed. Better have your blood pressure checked when you see your doctor. Now what type of building is this Central Archive?

A: Here it is on the map, Building No. 24. Constructed in 1938. Fireproof. Reinforced concrete. One story. Cost \$80,000. Fifteen thousand square feet storage space.

Q: Do you happen to know the current rental cost per square foot of similar warehouse space?

A: Yes, I do. For about a year we have been paying 40 cents per year per square foot for a building we rented to store some surplus property we acquired from War Assets Administration.

Q: Why not throw it away? Or give it back to the government?

A: I've been thinking of doing so.

But some of the departments here will really raise the roof when I get into it.

Q: Getting back to our problem, the rental value of your 15,000 foot building would be \$6000 per year. Wouldn't you consider that a part of your cost of maintaining this facility?

A: Well, in a way I guess you would.

Q: You have it insured, don't you?

A: Yes.

Q: How much is the premium?

A: Well, we carry lump sum insurance on all our buildings, but I would guess it to be about \$60 a year on this one.

Q: Ever have trouble with silverfish and rats?

A: Not much. We used to have trouble, but several years ago we bought an electric poison spray gun and now keep them pretty well under control.

Q: Your poisons cost you something, though, don't they?

A: Yes, but I have no idea how much.

Q: How about the wages of those men I saw moving the stuff?

A: It would have to be moved anyway, even if we sent it to the city incinerator.

Q: Why not let the city garbage trucks pick it up?

A: They don't service our campus.

Q: Why? Is the mayor mad at you?

A: Oh, no. You see, we don't pay any taxes, and the city feels —

Q: No taxes? For the first time today you've aroused my interest. Do you have any rental property?

A: Yes. Several small stores and dwellings.

Q: But you do pay taxes on the rental property, don't you?

A: No, sir. No taxes at all.

Q: Utopia at last! But you fellows still lose money! Oh, never mind. Now as to your archives, don't you agree that your actual cost is about \$12,000 per year?

A: Yes, I'm afraid so. I'll report this discussion to the committee on archives. Thank you for calling it to my attention.

Q: Think nothing of it. In case you wondered how I happened to know so much about this business, I've just recently been fighting the same problem.

A: I've long ago ceased to be amazed at anything.

Q: In your ad you mentioned that along with your tangible assets there



Mr. Big was having the time of his life in this cat-and-mouse game.

is also included the "good will" of the business. I have no doubt that in view of the "banquet" you offer at "blue-plate" prices the world beats a path to your door. Nonetheless, I have some doubt in my mind that your standing in this community is so high. Recently the manager of a motion picture theater which I own in another town suggested to me that it would benefit him immeasurably if I would permit him to close the theater on evenings after the local college had been victorious on the football field, because invariably the students rushed his gate. Am I correct in assuming that such happens here?

A: Yes, it does. But we make every effort to prevent such demonstrations; we pay the theater for damages and reasonable revenue loss, and we discipline the students involved. Before you think of it, I also might add that sometimes local retail concerns protest that we are in unfair competition with them. Such things as these, regrettable though they be, weigh very lightly when balanced against the good, however. If you will check with the chamber of commerce you will find that it considers us to be one of the principal factors in the city's economy.

Q: You seem to have all the answers, don't you?

A: By no means. On the contrary, I feel that my answers are generally quite unsatisfactory to you. Perhaps we will understand each other better if you will open the gate of that 14 karat fence you have erected around your mind and allow a little of the philosophy that you shun to infiltrate. I promise to take only a few minutes of your time, and I will be grateful if you will allow me this few minutes without interruption.

A BIT OF ARTIFICE

First, let me explain that the advertisement that brought you here was a bit of artifice. The college is not for sale. As a matter of fact, there is in the true sense no "owner." To be sure, there is a constituted authority with the legal right to transfer to some other party the land, steel and bricks that you see, but by no means does such constitute the college. In truth, any group of scholars banded together for study or instruction in the higher branches of knowledge, whether they be in beautiful buildings or in an open field, becomes a college.

As a matter of fact, this college came into being over a century ago as 28 men of vision pooled their limited resources and constructed a one-story frame building, gathered together three teachers and 34 students (doubtless through the offer of very reasonable charges) and declared themselves to have founded a college. Since that day more than a hundred thousand students, and probably an equal number of employees, have been associated in the enterprise. Every one of them—whether he studied a lesson, delivered a lecture, mowed a lawn, drove a nail, or prepared a financial statement—became a part of that original group, which by passing the torch on to others has remained in perpetual convocation, even to this very day; and every one of those thousands, living or dead, has a proprietary interest in the thing that has been developed. Not one before us ever demanded monetary considerations as he bequeathed his interest and responsibilities. So you see that the beneficiaries who accepted this heritage must keep faith, they must devise their interests to legatees consecrated to the same purpose, and as they write their wills they must never lose sight of the fact that what they leave to their assigns is not physical property, but an ideal.

For a college deserving of its name is really only the incarnation of the

ideal of service. There is no possible other reason for its existence. It is created to use money, not to make money, and an examination of its balance sheet will give no clue whatsoever to its greatness. Rather, its quality will be determined retrospectively by evaluation of the contributions made by those who are influenced by it to the betterment of mankind.

Enough of this. More tangibly, let me point out a few facts about our enterprise, with which you doubtless are not acquainted.

You scoffed at the professor of chemistry who is being paid the munificent sum of \$6900 per year, when, according to business standards, he has passed his period of usefulness. You didn't know that on at least one



occasion he went without sleep for 72 hours observing reactions in a row of test tubes, from which studies was produced one of the miracle drugs which has done so much to alleviate human suffering, and that he willingly gave his findings to medical science without request for royalties.

You seemed to approve our action in employing the young instructor in chemistry at \$2600, but did you know that he turned down an offer to go with a commercial laboratory at an annual salary of \$4500 because he wanted to continue his research in cancer?

These two cases may not be quite characteristic, but on the whole our faculty is here at considerable financial sacrifice. I have been with the college for 26 years, and I know of not one employe who accumulated a fortune through his earnings here.

You intimated that you do not think very highly of our students—they are the recipients of charity, and, worst of all, they go in your theater without buying a ticket. But sometimes prejudice is worse than no judgment. Perhaps you would be interested in these statistics prepared by our alumni office. There are more than 10,000 living alumni of this school. Doubtless

among them are drunkards, robbers, murderers and wife-beaters. But there also are 2126 teachers, 372 ministers of the gospel, 26 foreign missionaries, 427 doctors—and so the list goes on. In sending out these thousands we evaluate the benefits to them individually as secondary; the real benefit is to civilization.

You impugn our fiscal policies. Admittedly, there are some weaknesses in our accounting system, and there is to some degree an inexcusable waste of funds. As the chief business officer of the college, I am quite willing to accept the major responsibility for such deficiencies, and to do all in my power to correct them. But there is one matter of fiscal policy we shall never change. I refer to the policy of providing educational opportunities to our students at the lowest possible cost. Once again I repeat, we are not in this business for profit.

Now let me tell you the real story of the ad which brought you here today. Incidentally, I know who you are, even though you have never introduced yourself or allowed me to identify myself to you, and I know enough of the story of your success to understand perfectly why you responded to the ad. I don't mean to be critical of the methods you employ—that's your business, just as this is ours. No, we don't consider your money "tainted"; in fact, we want some of it.

JUNIOR COLLEGE NEEDED

You see, last fall we were forced because of limitations in our facilities to refuse admission to more than a thousand students, of whom several hundred are citizens of this state. To deny to any young person the privilege of studying with us is one of the hardest decisions we ever are called upon to make. Yet we feel that, for the time being at least, we should not attempt to enlarge our facilities here. A study was made of the educational needs of our state, however, and it is apparent that there is a genuine need for a junior college in the eastern part of the state. Our trustees decided to accept the responsibility for establishing such an agency and appointed a committee, of which I am chairman, to study ways and means of financing such a project.

Our architects advise us that we will need about \$4,000,000 to construct the buildings needed to get the small school started. That, you will agree, is an awful lot of money. Yet

we know that there are many individuals among us who could provide the needed sum without any material sacrifice. So the little notice was placed in the paper in the hope that persons such as you would be attracted by its impracticality, and possibly be moved to investigate.

The approved plan of action was to lure one of you into our trap, and then give you a series of stories about the pride of accomplishment that men before you have felt as they contributed their time, energy and financial resources to the cause we hold so dear. One of these stories was to be of Thomas Jefferson who, when instructing his family as to the epitaph he wished to have on his tombstone, mentioned three achievements, one of which was the founding of a great university, but neither of which was his position as President of the United States.

There you have it, sir. We need a lot to get started on, and you have already learned today that we will forever need more. I'll be frank, though, and assure you that the future of this enterprise does not rest in your hands. Some means will be found of accomplishing our purpose. Of course, you could relieve us of a great burden, and make this facility available to the youth of our nation at an earlier date.

Thank you very much for giving me time to talk a little. Now I'll be happy to try to answer any other questions you have.

* * * * *

I'd like to be able to tell you at this point the cruel face of the "monster" your "Dr. Frankenstein" has created was suddenly transfigured, and that with a benign smile, a tear trickling down his cheek, he reached for his checkbook. Would that college financial problems could be solved so simply! Perhaps it is better that I leave the tale unfinished. I can't re-

frain, though, from venturing a guess as to what happened.

This highly successful businessman, bored with the never-ending game of matching wits with those who rivaled himself in the belief that the world revolves around profits, was having the time of his life in this cat-and-mouse game with such a babe-in-the-woods. In no hurry to return to the humdrum of his office he continued to ply his adversary with questions.

"May I see your latest balance sheet? What's all this stuff about 'Current, Loan, Endowment, Plant and Agency' funds? Is that the educator's way of spelling 'deficit'? Why not call on endowors to pay some of these delinquent student loan notes? Without a reserve for depreciation, how do you provide for replacements? Where's your latest profit and—pardon—your latest 'loss' statement? Was it prepared in time to be of any benefit to your directors? Is there sufficient housing in the city to provide for all your employees? Have you investigated the possibilities of faculty apartments as an investment and source of revenue? Where do you get your electric power? Are you sure you're generating it cheaper than you can buy it? Do you permit employees on official travel to stay at the best hotels? What kind of accounting system do you employ in your office?"

"Are you able to delegate responsibility? Would your office function satisfactorily if you had to be away for several months? Do you have a wage incentive plan? Are skilled workmen doing jobs that could be performed equally as well by unskilled workers? Does your athletic association turn its profits into your general fund?"

Thus, relentlessly the hunter pursued his quarry who, considering the odds against him, showed considerable resourcefulness. Perhaps this might seem idealistic, but I rather believe that as the shadows lengthened that af-

ternoon the astute businessman began to view his host with a different perspective. Here was a man who, though perhaps not exceptionally brilliant, certainly was shouldering a right considerable responsibility. Why, reviewing the conversation of the afternoon it would seem that he was to some degree accountant, lawyer, investment counselor, real estate manager, architect, farm manager, construction, heating and maintenance engineer, purchasing agent, personnel manager, budget analyst, diplomat. Perhaps, after all, he was doing a fairly good job. Then, having grudgingly accepted the business manager as not quite the charlatan he had suspected at first, he began giving some credence to his discourse on the general philosophy of a college which had been delivered earlier.

A "SUBSTANTIAL" PLEDGE

Perhaps there was something to this business of education after all. Maybe he was wrong in thinking of all professors as pensioners. Possibly the students might grow into better than average men and women. Perhaps he even decided then and there that the next time he was approached on the matter of contributing to one of the college's "living endowments" he might make a substantial pledge—say \$25 per year.

It requires much less imagination to describe what happened to the business manager, and I dare say there will be less argument with my hypothesis in his case. Having unwittingly subjected himself and his institution to the critical—even hypercritical—scrutiny of one who had spent his life in working with and for money rather than mankind, he received between insults an invaluable education. His eyes were opened. He squared his shoulders and resolved to effectuate some of the reforms he had thought of for years. Henceforth there would be more businesslikeness in this business of education.

Tax Exemption of Colleges . . .

. . . is becoming a vigorously debated issue in the halls of Congress. Harry L. Wells, vice president of Northwestern University, will discuss in the September issue some of the dangers inherent in the problem as it is being reviewed in Congressional circles.

STUDENT IDENTIFICATION CARD

FOR A GOOD MANY YEARS, AMHERST has provided its students with all-purpose identification cards issued by the controller's office at the opening of each semester. The card is needed by the student to procure his course cards, for admission to meals in the dining hall, for admission to athletic contests, and for a number of other purposes.

With the increased number of students in college, there has arisen a need for adequate identification, particularly since the college dining hall on week ends attracts quantities of students from other colleges in this area, which one may presume to be due to the proximity of Smith and Mount Holyoke. In any event, there seems to have been some traffic in student identification tickets on week ends to which a photographic identification card appeared to be the logical answer.

With the photographic card, the two-semester distribution was abandoned, and a single card bound in laminated plastic suffices for the year. As indicated by the specimen, there are punch-out spots for all facilities that a student does *not* receive. Along the bottom of the card is a row of numbers that are assigned to certain athletic contests and dramatic performances where reserved seats are required. Admission to other events is merely by showing the card.

The card itself was printed in duplicate, fanfold style, so that the name and class of each student were typed in advance on both copies. On arrival at the cashier's window, the student was given the duplicate card for temporary use until issue of the plastic mounted photo card. At the same time, he signed the original card that was retained by the office. Then the student stepped across the hall to a temporary photo studio, had his pic-

HERBERT G. JOHNSON
Controller, Amherst College, Amherst, Mass.

ture taken, and his temporary card was validated with a rubber stamp.

With about 1070 students to photograph, we allowed two days for a studio photographer. For about 15 late arrivals, we took the pictures ourselves with a 35 mm. camera, following instructions of the professional photographer. This gave us results reasonably uniform with the professional pictures. A fee of \$2 was charged late arrivals to cover the extra cost of handling.

The studio took the responsibility of mounting individual pictures on the identification cards and having them laminated in plastic, at the same time furnishing us with a number of sets of

prints. The finished product was returned to us in three weeks with surprisingly few errors in matching pictures to the right cards.

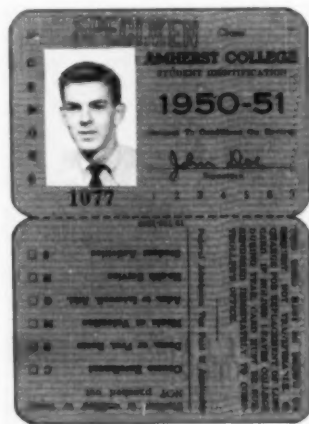
As the idea for these photo cards was being developed, various departments of the college were asked if they had any interest in a set of pictures. The interest proved fairly general, so that we ordered and received seven complete sets of prints $1\frac{3}{8}$ by $1\frac{1}{8}$ inches, known to the trade as "gem" size; and one set $2\frac{1}{2}$ by $3\frac{1}{4}$ inches, which the public relations department uses for press releases.

The sets of gem size have been used variously. One set is attached to the account cards in the controller's office. The library has a set attached to its student reference cards. The dean's office and the dining hall each has sets mounted in large panels, arranged alphabetically by classes, while the recorder has a photo attached to each record card. One set was broken up for academic departments; one science group wanted the freshmen, another science group wanted the sophomores, the placement bureau wanted the seniors, and the juniors are now on the market. Another set was used by the student yearbook to make up a montage of each class instead of the conventional group picture.

Some apprehension was felt about the reaction of the student body, but this turned out to be unfounded; the students cooperated in the routine for sittings and have found the cards a useful identification for other than college purposes.

The cost for the plastic mounted cards and extra sets of prints came to a total of 70 cents per student.

This project was undertaken as a one-year experiment, but the worth of the idea is well established and there is little doubt but that it will be continued.



The fanfold style card has punch-out spots for all facilities that a student does **NOT** receive. Along the bottom is a row of numbers that are assigned to certain athletic contests and dramatic performances where reserved seats are required.

The chief business officer needs training in or understanding of business administration. He will have added usefulness if he is familiar with the fundamentals of several other fairly diverse fields. For example, good supervision of the department of buildings and grounds requires some engineering knowledge.

IF THE BUSINESS OFFICER OF A college or university is to fulfill his real mission, he must understand the educational objectives and philosophy of his institution, as well as the business and fiscal aspects of these objectives. If he is to provide intelligent counsel and advice to his president on the day-by-day and long-range educational problems of the institution, he, himself, must be an educator in the broad sense of that term.

The chief business officer needs training in or understanding of business administration, including accounting, business law, economics, finance, investments and other aspects of the field. In addition to the essential fields of business, the business officer will have added usefulness to his institution if he is familiar with the fundamentals of several other rather diverse fields.

For example, the supervision of the department of buildings and grounds requires some knowledge of engineering, and in the supervision of dining and residence halls a knowledge of institutional management is useful. The problems of business management call for some familiarity with educational philosophy and of educational administration, in particular, and a general understanding of the functions and operations of the academic phases of the institution.

EXPERIENCE MOST DESIRABLE

Most institutional administrators believe that the best experience background is to be obtained in college or university business offices. Experience in a commercial business, while not without value, is of less importance because of the opposite primary aims of institutional and commercial operations, the one being to spend available funds wisely, the other to show a financial profit. A person too narrowly indoctrinated with the idea of earning a profit or showing a surplus may



The business officer's job calls for

SPECIAL TRAINING

LLOYD MOREY

Controller
University of Illinois

work distinct harm in an educational institution.

Two types of institutional experience may be discerned. The employee in the business office of a large institution probably will become a specialist in some one phase, such as purchasing, accounting, investments, or some other department. If the business office is managed with an eye to developing future executives, he may be shifted to other work occasionally and thus acquire a comprehensive as well as a specialized experience that is extremely valuable.

The advantage of training in a large office is that a sense of organization becomes a part of the employee's out-

look, as well as highly specialized skill in one phase of operations. The employee of a small institution, by force of circumstances, is likely to become reasonably familiar with every phase of operation. As a qualification for the post of chief business officer, this sort of experience also has obvious advantages, even though it lacks the training that develops the sense of organization and the specialization cited here.

EDUCATIONAL POSSIBILITIES

Higher degrees are valuable to a business officer from two points of view: (1) Their attainment develops in the prospective business officer the



When there is a vacancy in his organization, the business officer should fill it by promoting someone from his own ranks.

candidates for graduate fellowships in "administration," including business, physical plant, personnel, admissions and records, institutional statistics, and student welfare. Part-time assistantships in administrative offices with remaining time open for graduate work are offered in some places.

One of the problems that may face the young person who considers this line of work is whether sufficient opportunities for advancement into positions of major responsibility will present themselves. The field is not a large one, and the changes are not frequent. Institutional boards and executives have not yet come to the realization that it is now possible for persons to prepare themselves for such positions and obtain experience leading to them, and that persons with such a background, personal qualities being reasonably equal, are better fitted for these positions than others without such experience. Appointments to major vacancies are still made to a considerable degree from other fields rather than from within the personnel of institutional offices.

This procedure does not mean that the appointees thus chosen necessarily will fail in their work, but it does discourage men who have chosen institutional administration in the hope of achieving the maximum opportunity in this field, and it certainly will make it difficult to recruit the best material for vacancies in the subordinate positions. Young people who see that major vacancies are filled from outside institutional business offices rather than from within them are not likely to be attracted to minor positions in those offices.

Institutional business officers should do all in their power to overcome this difficulty. When they have vacancies in their organizations, they should endeavor to fill them by promotion from their own personnel or by selection of persons from business offices of other institutions. They should encourage institutional executives and boards to follow the same practice with respect to major business positions.

Members of institutional boards, especially, need to be guided in this respect. Probably their lack of under-

standing of institutional needs has resulted in their choosing persons from the general business world, with no experience in educational administration, to fill posts of business management in their institutions. Possibly they have failed to find within the field persons of adequate promise.

Whatever the reason, institutional boards and officers still seek to fill positions of this kind from a wide variety of sources. Rarely do they limit themselves to persons who have had actual training for this field of work or actual experience in it.

TRAINING PROGRAM FEASIBLE?

Institutions are not likely to establish special courses of study and preparation for a certain location until and unless there is at least some demand for such training on the part of prospective students. Such a demand is not likely to develop until students have a reasonable assurance that, having thus trained themselves, they will find openings available to them and opportunity for progress to high levels of responsibility and compensation in that field. As matters now stand, conditions cannot be said to be encouraging to either schools or candidates.

Whether and how rapidly a change can be brought about is a matter of conjecture. The first step would seem to be a unification of the profession along the lines of a single national organization through which the interests of its members can be developed and protected. This is a condition that attaches to all other recognized professions. On this point the responsibility is with the business officers themselves.

A certain way to assure development of interest in academic preparation for this field on the part of both individuals and institutions is to develop among administrators and boards responsible for filling vacant positions the recognition that this is a field of specialized service, that preparation for it is possible and desirable, and that the proper educational preparation plus experience in subordinate positions will be given primary consideration when candidates are considered for vacancies.

Only when this practice becomes generally prevalent, and when men and women feel that reasonable opportunities will open for them, will this aspect of professional character be established in the field of college and university business administration.

scientific approach to problem solving, and (2) their acquirement opens avenues of contact with educators based on professional recognition. Higher degrees are costly and they do not substitute for actual experience with the immediate problems of business administration. When a student has only a limited amount of time and money available to obtain training for college business administration, he must now choose between the narrow specialization required for a higher degree and practical experience in the routine positions of a business office. In this case it would probably be advisable to get the practical experience.

OFFER HELPFUL COURSES

Many institutions offer certain courses that are distinctly helpful to a person preparing for educational business administration. These courses may be found in curriculums in liberal arts, business, education or engineering (management). Both undergraduate and graduate courses are found in various places, the most significant, perhaps, being the short course for college business management offered during the summer months at the University of Omaha and its graduate program in the regular curriculum. Probably no complete curriculum, however, for specific training for college and university business administration has been set up by any institution. There is probably no one course of study that can be considered an exact and adequate training for the responsibilities of such a position. In fact, it is a fair question as to whether such a course of study could be devised.

Some individuals have done valuable graduate work in certain institutions in specific fields related to college business administration. The University of Illinois has indicated it would consider

What 497 colleges and universities report about

ENROLLMENT... TUITION FEES... BOARD AND ROOM CHARGES...

SALARIES AND WAGES... MILITARY LEAVES... ACCELERATION

THIS REPORT, COVERING THE SEVENTH annual survey of enrollment trends, salary changes, and student fee schedules in colleges and universities of the entire United States, was made for the Central Association of College and University Business Officers.

Only fully accredited, four-year institutions of higher education have been included in the study, which covers activities of 497 institutions with aggregate enrollments of 1,041,309 during the first semester of 1950-51, and 947,586 in the second semester. This number represents 57.6 per cent of the total 1,808,000 first-semester students attending all similar colleges and universities in the United States.

This year's report explains various methods of handling military leaves of absence and their effect upon retirement systems. Limited information also was gathered about plans for accelerating academic programs.

ENROLLMENT TRENDS

Enrollment trends are of more vital interest than ever before, because of the nationwide epidemic of confusion among our college youth. This attitude already has affected college attendance. When students drop out in large numbers budgets must be adjusted quickly.

Administrators of institutions that depend upon student fees for a major portion of their current operating income are watching national and international developments as never before. Some college trustees have begun to clarify the "financial exigency" clause of tenure provisions. A few boards have notified faculties that their numbers will be cut down appreciably.

First presented before the convention of the Central Association of College and University Business Officers on April 30, 1951.

CHARLES HOFF

Vice President
University of Omaha

President Truman's March 31 proclamation approving the new deferment plan based on college achievement and/or psychological tests caused spirits to soar. Optimistic statisticians worked out data showing that there will be virtually as many students in college next fall as in September of 1950.

Most of the questionnaires for this survey had been returned before the President's proclamation, and estimates of decreased enrollment for the first semester of 1951-52 indicated a drop of 9.6 per cent below the second se-

mester of 1950-51. In fairness to administrators who make use of this report, we wanted to obtain revised estimates that might reflect the college administrators' evaluation of General Hershey's new plan.

The cards returned during the first week showed some optimism, revised estimates being 3.6 per cent above those of the same schools in the previous month. But as days went by the enthusiasm slackened. The announcement was made that local draft boards *will not be required* to follow the plan. College administrators became unhappy

**Table 1—TOTAL 1950-51 ENROLLMENT IN
497 COLLEGES AND UNIVERSITIES
and anticipated decreases in 1951-52**

	STATE UNIV.	TEACHERS COLLEGES	MUNI- CIPAL UNIV.	PRIVATE AND ENDOWED	ALL COLL. & UNIV.
Number of institutions reporting.....	84	104	13	296	497
Enrollment: 1950-51					
First semester.....	485,948	117,512	80,313	357,536	1,041,309
Second semester.....	437,495	106,031	75,466	328,594	947,586
Decrease.....	48,453	11,481	4,847	28,942	93,723
Percentage decrease.....	10.0%	9.8%	6.0%	8.1%	9.0%
Enrollment 1949-50					
Second semester.....	504,275	119,157	84,365	377,225	1,085,022
Decrease 2d semester 1950-51					
Under 2d semester 1949-50....	66,780	13,126	8,899	48,631	137,436
Percentage decrease.....	13.2%	11.0%	10.5%	12.9%	12.6%
Enrollment anticipated					
First semester 1951-52.....	392,571	101,380	68,685	294,175	856,811
Decrease under:					
Second semester 1950-51.....	44,924	4,651	6,781	34,419	90,775
Percentage.....	10.3%	4.4%	9.0%	10.5%	9.6%
First semester 1950-51.....	93,377	16,132	11,628	63,361	184,498
Percentage.....	19.2%	13.7%	14.5%	17.7%	17.7%

**Table 2—STUDENT FEE TRENDS IN PAST DECADE
and anticipated increase in 1951-52**

	STATE UNIV.	TEACHERS COLLEGES	MUNI- CIPAL UNIV.	PRIVATE AND ENDOWED	ALL COLL. & UNIV.
No. higher in 1950-51 than 1940-41	68	56	10	273	407
Lowest % increase.....	9	4	20	3	3
Highest % increase.....	490	200	114	271	490
Median % increase.....	33	40	80	55	50
Average % increase.....	52	53	63	65	61
No. anticipating higher fees in 1951- 52 than 1950-51.....	17	16	2	20	55
Lowest % increase.....	8	5	20	3	3
Highest % increase.....	50	100	20	34	100
Median % increase.....	25	20	20	11	20
Average % increase.....	24	29	20	13	20

with the plan after they studied its implications. Faculties became worried about their grading systems. Four hundred and thirty-seven revision cards were returned.

During the week ending April 22 we received cards from the last 14 colleges, and the answer "no change from our original estimate" was on nearly all of them. In fact, original estimates from those 14 institutions totaling 23,995 had been further reduced to 23,684, an additional drop of 1.3 per cent. Therefore, it seems fairly certain that the original gross estimate of 9.6 per cent decrease from the second semester of 1950-51 to the first semester of 1951-52 probably still stands in the minds of those who submitted the estimates. Business officers who submitted questionnaire reports also anticipate that the fall enrollment of 1951 will be 17.7 per cent less than that of September 1950.

Total actual enrollments in the 497 colleges and universities included in this report decreased 9 per cent from the first semester of 1950-51 to the second semester of the same year, and 12.6 per cent from the second semester of 1949-50 to the second semester of 1950-51.

VETERAN STUDENTS

The 497 colleges and universities were educating 277,415 veteran students during the first semester of 1950-51. The second semester of 1950-51 found 13.6 per cent less than the first semester and 40.2 per cent less than the second semester of 1949-50. It is estimated that there will be 28.8 per cent fewer veteran students in accredited institutions of higher education during the first semester of 1951-52

than there were during the second semester of 1950-51.

TUITION FEES

Four hundred and seven colleges and universities have made fee adjustments during the last decade; 55 are planning further increases during the next 12 months. Although the increases in fees range from 3 to 490 per cent, the average increase since 1940-41 is 61 per cent for all schools. Private and endowed institutions show the highest average increase of 65 per cent in fees, and state universities the lowest—52 per cent above 1940-41.

The 55 institutions that are planning to raise tuition this fall anticipate an average hike of 20 per cent over 1950-51, with private schools expecting the lowest, 13 per cent; municipal universities, 20 per cent; state universities, 24 per cent, and teachers colleges highest with 29 per cent.

NONRESIDENT FEES

Nonresident fees are assessed by most tax supported institutions partially to equalize the cost of instruction between parents who live in the area that already partially supports the college by taxes and those parents who live outside the geographical limits and are thereby exempt from such taxes. This is the same reasoning that requires residents who live outside certain corporate limits to pay service fees if the city fire department is called to make an emergency run to their home, whereas persons living just across the street but inside the city limits may receive the service free of any charge other than their regular city taxes.

One hundred and twenty-eight tax supported colleges and universities have increased their nonresident fees an average of 117 per cent since 1941. Seventeen additional institutions plan to increase their nonresident fees an average of 80 per cent during the next 12 months.

It is interesting to note, in comparing the 1951 table with the corresponding table for 1948, that 66 state universities have now increased their nonresident fees an average of 120 per cent above 1941, whereas in May 1948 only 47 state universities had increased those fees above 1941. However, at that time it was for an increase of 137 per cent. Only seven teachers colleges had raised their nonresident fees by 1948 (average 199 per cent). This year's survey shows that 45 teachers colleges have now increased nonresident fees an average of 112 per cent since 1941.

**Table 3—1950-51 RESIDENCE HALL CHARGES IN
407 COLLEGES AND UNIVERSITIES**

	STATE UNIV.	TEACHERS COLLEGES	MUNI- CIPAL UNIV.	PRIVATE AND ENDOWED	ALL COLL. & UNIV.
Number of institutions reporting.....	75	84	7	241	407
Monthly rates per student, double occupancy for room rent only:					
Low.....	\$ 3.00	\$ 3.00	\$14.00	\$ 3.22	\$ 3.00
High.....	51.00	54.00	36.00	75.00	75.00
Median.....	14.75	10.00	22.50	15.00	14.00
Average.....	17.61	11.57	23.47	17.73	16.54
Weekly rates per student, board only, for 3 served meals daily:					
Low.....	\$ 6.06	\$ 3.50		\$ 4.90	\$ 3.50
High.....	37.50	31.00		35.49	37.50
Median.....	9.35	8.50	9.50	10.00	9.50
Average.....	10.04	8.76	9.50	10.17	9.84

Since 1940-41, 340 institutions have raised room rents from 2 per cent to 258 per cent. The increases averaged 51 per cent above 1940-41. Although municipal universities average the highest monthly rate (\$23.47 per student—two in a room), their increase percentagewise since 1940-41 has been lowest—29 per cent. The average monthly room rent for all institutions is \$16.54, and the average increase in rates since 1940-41 is 51 per cent.

Ninety-four colleges and universities increased room rents an average of 19 per cent during the 12 months preceding this survey. One hundred and fifty-four institutions indicate an average increase of about the same percentage since 1948-49.

FOOD SERVICES

Three hundred and thirty-five institutions have increased their board charges an average of only 66 per cent since 1940-41. This fact, in spite of an increase in the food cost index of 129 per cent during the same period, raises the question: "Are colleges, either directly or indirectly, underwriting their food services with funds intended for classroom teaching purposes?"

Increases in board rates from 2 per cent to 706 per cent since 1940-41, and present charges ranging from \$3.50 per week for three meals per day in one college all the way to \$37.50 for the same service in another, lead one to believe that there may be considerable room for improvement in the business management of our food service departments. The average weekly charge for three meals per day is \$9.84 in 335 institutions, teachers colleges being low with an average weekly rate of \$8.76 and private schools high with a \$10.17 weekly average.

One hundred and twenty-eight schools have increased their rates for food service by an average of 12 per cent since 1949; 165 by 17 per cent since 1948.

SALARY TRENDS

As we consider trends of college salaries and wages, we should bear in mind that during the decade 1940 through 1950 we have experienced a climb of at least 83 per cent in the cost of living, according to the U.S. Bureau of Labor Statistics. The Retail Food Index has increased 129 per cent. Hourly earnings in manufac-

Table 4—ANNUAL ACADEMIC SALARIES IN 486 COLLEGES AND UNIVERSITIES, 1950-51
(Salaries of faculties in professional schools not included)

	MUNI- CIPAL UNIV.	STATE TEACHERS COLLEGES	STATE UNIV.	PRIVATE AND ENDOWED	TOTAL
Number of institutions reporting.....	11	85	101	289	486
DEANS (12 months)					
Median.....	\$ 7,700	\$ 5,600	\$ 7,118	\$ 5,000	\$ 5,800
Average ^a	7,752	5,716	7,919	5,318	5,919
High.....	18,000	10,200	18,000	16,000	18,000
PROFESSORS (9 months)					
Median.....	5,109	4,820	5,460	4,300	4,705
Average ^a	5,433	4,889	5,532	4,484	4,805
High.....	9,700	8,700	16,000	14,000	16,000
ASSOCIATE PROFESSORS (9 months)					
Median.....	4,340	4,227	4,629	3,800	4,100
Average ^a	4,454	4,278	4,608	3,824	4,094
High.....	8,150	6,870	9,700	8,000	9,700
ASSISTANT PROFESSORS (9 months)					
Median.....	3,797	3,805	3,900	3,400	3,600
Average ^a	3,846	3,793	3,932	3,351	3,574
High.....	7,018	6,000	7,000	7,500	7,500
INSTRUCTORS (9 months)					
Median.....	3,200	3,335	3,200	2,850	3,000
Average ^a	3,277	3,340	3,224	2,871	3,052
High.....	5,650	6,000	6,260	5,100	6,260

^aAverage is the arithmetical average of the medians of all colleges.

ing industries have climbed from an average of \$0.633 to \$1.469, an increase of 132 per cent.

To compute salaries so that they could be used for comparative purposes, colleges were urged first to convert academic salaries (professors, associate professors, assistant professors, and instructors) to equivalents for nine months' service (the amount they are paid for teaching two semesters or three quarters). The method of receiving that salary—9, 10 or 12 installments—has no bearing on the matter. Deans and administrative officers and noninstructional staff were quoted for the full 12 months' period.

The next step requested of the business officers was that they arrange these salary figures in series from the lowest to highest amount, by each institutional title. Using that method they determined and reported the lowest salary, the highest salary, and the median (the figure appearing at the exact midpoint of each "low to high" series) for each title and rank.

The professional colleges of many larger universities are required to pay higher salaries to faculty members than are paid to those of liberal arts, teachers colleges, and business administration. In order that the figures submitted may be useful to the smaller colleges throughout the country that do

not operate such professional schools, all colleges of medicine, dentistry, pharmacy, engineering and law were eliminated from the study.

In all tables that show low, high, median and average salaries, the *low* indicates the lowest figure quoted as low by the various institutions. The *high* is the highest figure quoted as high. The *median* is the median or mid-point of all median figures submitted, when they are arranged in a low to high series. The *average* is the arithmetical average of all median figures submitted by the various colleges and universities.

FACULTY SALARIES UP 60%

Faculty and administrative salaries are reported to have increased 60 per cent since 1940-41 and 6 per cent since 1949-50. It is anticipated that additional increases averaging 6 per cent will be given for 1951-52. The average of 1950-51 annual salaries for deans (12 months' service) in 486 institutions is \$5919; for professors (9 months' service), \$4805; for associate professors, \$4094; for assistant professors, \$3574, and for instructors, \$3052.

Although all 462 institutions reporting on this subject show an average of only 60 per cent increase in salaries for the noninstructional "white-collar" group, the percentage increases vary

from 10 per cent to 434 per cent. Competition for this group is indicated by the higher percentages of increases in schools located in metropolitan areas. Municipal universities have increased their scales an average of 76 per cent, and state universities 65 per cent, whereas the large number of private institutions have increased this group an average of only 57 per cent since 1940.

Head librarians in 486 colleges receive an average annual salary of \$4539 for 12 months' service; registrars, \$4443; chief business officers, \$6033; purchasing agents, \$4840; foods directors, \$3801; bookstore managers, \$3138; chief accountants, \$4042;

executive assistants, \$3918; secretaries, \$2163; office clerks, \$1841, and stenographers, \$1860.

In every instance the salary scales of state and municipal universities are considerably higher than the average. The 288 private schools, with their low salaries, pull the average down considerably.

The average increase of wage scales for the custodial and maintenance personnel in all of the 462 institutions reporting percentages is 67 per cent since 1940, although, nationwide, manufacturing industries have increased the same groups of employees by 132 per cent. The effect of competition in the cities is again indi-

cated by the 78 per cent increase in municipal universities and 76 per cent in state universities. The average is brought down by the 85 teachers colleges, with 66 per cent average increase, and 289 private schools, with 67 per cent. It is anticipated that there will be an average additional increase of 8 per cent countrywide in 1951-52.

Average monthly wages in 486 institutions throughout the country for building and grounds superintendents is \$358; for stationary engineers, \$290; for firemen, \$208; for the building trades, \$239; for janitors, \$166; for charwomen, \$123, and for grounds maintenance men, \$175.

RETIREMENT SYSTEMS

Three hundred and eighteen of the 484 institutions reporting indicate a joint contribution retirement system in operation. Only 37 are financed entirely by the institutions, with no contribution by the employees. Others are covered by state and special church or foundation systems. Of the 417 schools that operate retirement systems, 323 provide for noninstructional employees, as well as for faculty members.

At the time the questionnaires were returned last March, only 25 schools reported that they had entered the Federal O.A.S.I. retirement plan, and 108 indicated their intention of doing so this year. One hundred and forty-nine institutions answered "No," and the others made no reply to this part of the questionnaire.

Most of the schools reporting on the subject have made provision for keeping the coverage in force for participants who enter the military service or are drafted to defense service. The returns indicate that 298 schools have provided in some way for the former, and 204 for the latter. One hundred and twenty-three institutions merely provide that the participant may keep up both his own and the college's share during his absence, and that the college again will start making its regular contributions when the employee returns to his duties.

Twenty-seven colleges have agreed to pay the entire premium during the participant's military service, and 10 will do so if employees are drafted by the federal government into defense service other than military.

One hundred and fifteen institutions will continue to make their regular contributions (usually 50 per cent)

Table 5—ANNUAL STAFF SALARIES (12 MONTHS' SERVICE) IN 486 COLLEGES AND UNIVERSITIES, 1950-51

	MUNI- CIPAL UNIV.	STATE TEACHERS COLLEGES	STATE UNIV.	PRIVATE AND ENDOWED	TOTA
Number of institutions reporting.....	11	85	101	289	486
HEAD LIBRARIAN					
Median.....	\$ 5,500	\$ 4,433	\$ 6,100	\$ 3,600	\$ 4,200
Average ^a	6,088	4,457	6,253	3,883	4,539
High.....	9,600	7,600	12,380	14,000	14,000
REGISTRAR					
Median.....	6,200	4,480	5,700	3,600	4,200
Average.....	5,690	4,508	6,042	3,755	4,443
High.....	7,900	7,700	10,750	8,500	10,750
CHIEF BUSINESS OFFICER					
Median.....	8,700	5,232	6,696	5,000	5,400
Average.....	8,458	5,332	8,291	5,555	6,033
High.....	10,900	8,250	18,000	15,000	18,000
PURCHASING AGENT					
Median.....	6,000	4,000	5,280	4,400	4,700
Average.....	5,811	3,986	5,610	4,352	4,840
High.....	7,000	5,940	10,000	8,660	10,000
FOODS DIRECTOR					
Median.....	5,300	3,900	4,600	3,000	3,600
Average.....	5,003	3,596	4,964	3,368	3,801
High.....	8,300	6,000	10,500	12,000	12,000
BOOKSTORE MANAGER					
Median.....	4,500	2,850	4,200	2,600	3,000
Average.....	4,748	2,992	4,355	2,624	3,138
High.....	6,500	5,200	11,500	6,600	11,500
CHIEF ACCOUNTANT					
Median.....	4,200	3,420	5,250	3,300	3,750
Average.....	4,738	3,588	5,362	3,532	4,042
High.....	7,000	5,400	9,456	7,300	9,456
EXECUTIVE ASSISTANTS					
Median.....	3,650	3,358	4,200	3,400	3,600
Average.....	5,128	3,761	4,689	3,558	3,918
SECRETARIES					
Median.....	2,400	3,250	2,400	2,000	2,151
Average.....	2,433	2,477	2,423	1,946	2,163
CLERKS					
Median.....	1,980	1,980	1,980	1,710	1,890
Average.....	1,918	2,017	2,043	1,666	1,841
STENOGRAPHERS					
Median.....	2,100	2,000	1,980	1,800	1,900
Average.....	2,048	2,076	1,967	1,684	1,860

^aEach institution has only one of each of these positions. Therefore, the arithmetical average of the actual salaries is used here. For all other positions "average" is the arithmetical average of the medians of all colleges.

during military service of the participants; 82 will do so for draftees to other defense service. In both cases, such continued contributions are predicated on the participant's continuing his own share also. Only 23 have agreed to continue their share of part payment if the participant entering military service does not do so. Seven will continue their 50 per cent even if participants are taken to defense plants temporarily, rather than to active military service.

Faculty members or other employees stand to lose none of their accumulated savings in retirement systems during wartime leaves of absence. Three hundred and four colleges provide for the military man, and 262 for the defense worker by allowing his vested interest to remain dormant, drawing interest during his absence, with no premiums of any kind being required, with the understanding that he will reinstate as soon as he returns to his previous duties. More than two hundred systems permit both the military and the defense man to make a lump-sum payment of premiums missed, after his return, so as to build his final estate to the amount he had originally planned for. Only 31 institutions require that this be done by those who served in the military forces. On the other hand, 68 make it compulsory for those who are drafted to defense activities if they are taken back with the same tenure and on the same status as when they left.

Seventy-two institutions will match the lump-sum payment of the returning military man; 47 will do so for the former defense worker.

SELECTIVE SERVICE ACT

The Selective Service Act provides, among other things, that all personnel drafted to the military must be rehired by former employers upon completion of and within a certain period after discharge from such service. However, institutions of higher education, because of their ownership and support, are considered subdivisions of the state and are legally exempt from this provision of the act.

The governing boards of 132 tax supported institutions have voluntarily adopted resolutions embodying the conditions of the Selective Service Act recommended by Congress with respect to reemployment of employees called to military service. Thirty-nine have made the resolution applicable to the "drafted" worker for defense

Table 6—MONTHLY EARNINGS OF OPERATING PERSONNEL IN 486 COLLEGES AND UNIVERSITIES, 1950-51

	MUNI- CIPAL UNIV.	STATE TEACHERS COLLEGES	STATE UNIV.	PRIVATE AND ENDOWED	TOTAL
Number of institutions reporting.....	11	85	101	289	486
BUILDING AND GROUNDS SUPTS.					
Median.....	\$500	\$323	\$477	\$300	\$333
Average ^a	329	332	478	313	358
High.....	802	613	917	833	917
BUILDING AND PLANT ENGINEER					
Median.....	394	275	349	250	275
Average ^a	357	279	358	258	290
High.....	441	575	729	583	729
FIREMEN					
Median.....	283	200	225	187	200
Average ^a	275	206	226	197	208
High.....	385	358	369	750	750
BUILDING TRADES					
Median.....	261	225	250	220	233
Average ^a	267	232	269	225	239
High.....	336	413	500	443	500
JANITORS					
Median.....	200	166	173	160	162
Average ^a	200	167	171	162	166
High.....	278	263	340	260	340
GROUNDS MAINTENANCE					
Median.....	215	176	170	167	175
Average ^a	211	175	186	169	175
High.....	256	300	340	275	340
CHARWOMEN					
Median.....	140	141	130	110	123
Average ^a	155	135	128	114	123
High.....	234	225	238	160	238

^a"Average" is the arithmetical average of the medians of all colleges. "Median" is the midpoint of the medians submitted by all colleges when arranged from low to high.

service other than military. This action provides a feeling of stability for the faculty and staff members.

ACCELERATED PROGRAMS

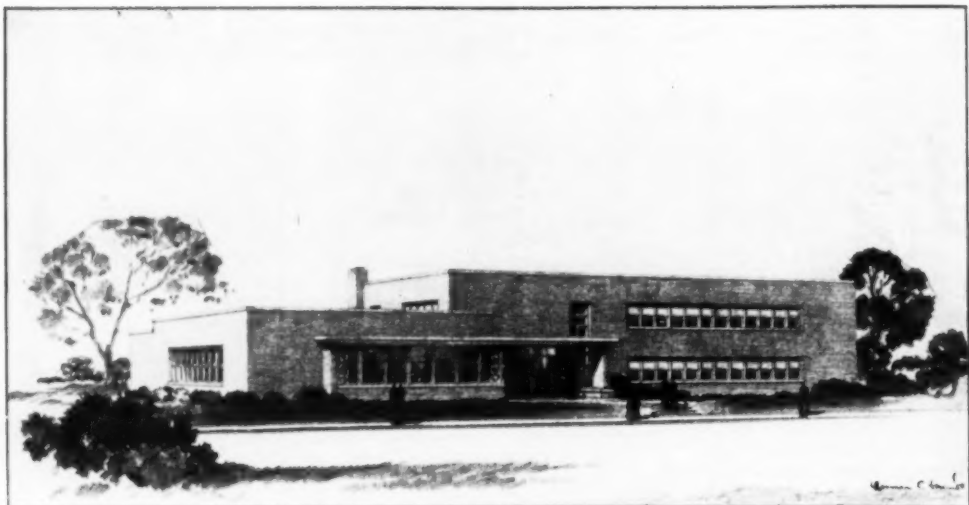
There has been much heated discussion by educators regarding the merits and demerits of accelerated programs. Experience seems to indicate that such programs can become very expensive to operate. The academic results are questionable when weighed against the confusion caused by throwing students' programs out of proper sequence.

This survey indicates that 99 institutions have already "accelerated" or will do so this year. Eighty-three others tentatively plan this step in 1952 if it then appears necessary to help the defense effort. Other college administrators plan to postpone such action as long as possible.

Two hundred and seventy-nine schools reported experience with accelerated programs in 1945. There seems to be some confusion in the minds of those who have not previously participated as to what acceleration really

is. Most authorities agree that the change from a quarter system to a semester system (or vice versa) is not related to acceleration. Acceleration, as faculties think of it, is not accomplished by adding a few courses to the regular curriculum, although it may accomplish the results desired of acceleration by the students, because the addition of a few required courses at certain places in the schedule may assist some in graduating sooner.

Acceleration is the speeding up of existing programs of teaching—installing devices that will put pressure on the student and on the faculty member. Examples are: requiring Saturday classes, where Saturday classes did not exist before, so that the same number of classroom hours may be earned in less time; creation of night classes for the same purpose; increasing the maximum load of classwork that students may carry concurrently; adding a full-scale third semester or fourth quarter of academic subjects for the regular students (not for the usual summer school clientele of teachers and graduate students).



Student building fee of \$2.50 per quarter will finance

NEW COLLEGE UNION

THE STAFF AND STUDENTS OF CENTRAL Washington College of Education at Ellensburg have long wanted a student center. It appeared that the only possibility of utilizing this was to borrow the funds and liquidate them over a period of several years.

In the winter of 1950 the Student Government Association voted to ask the board of trustees to float a 20 year bond issue to obtain sufficient funds to build a building to be paid by a student building fee of \$2.50 per quarter, including the summer quarter. Over the years the students had accumulated \$50,000 as a reserve which served to make the project attractive to finance companies.

The bonds were sold at 2.95 per cent, and the building was designed by the Seattle architect, John W. Maloney. The total amount of the low bid, plus the architect's fee, amounted to \$209,203.

This structure, to be known as the Student Union, is a two-story building with a partial basement. The basement and ground slab are made of reinforced concrete and the walls are of

ROBERT E. McCONNELL

President
Central Washington College of Education
Ellensburg, Wash.

solid brick masonry. The interior is of structural steel and wood frame with plastered walls. Asphalt tile was used on the floors and asphalt built-up roofing on the roof.

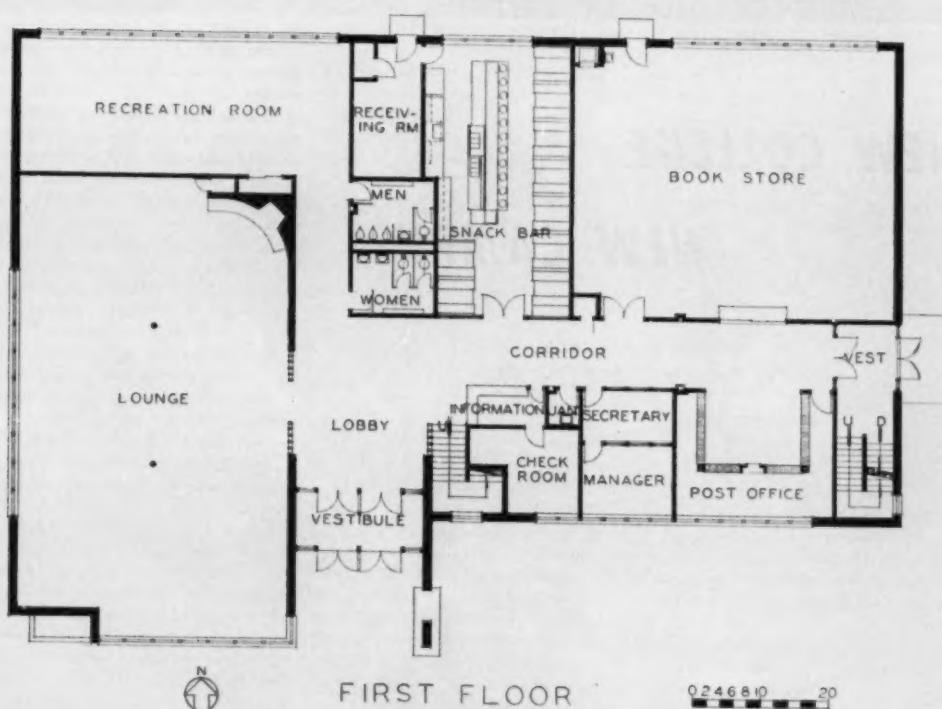
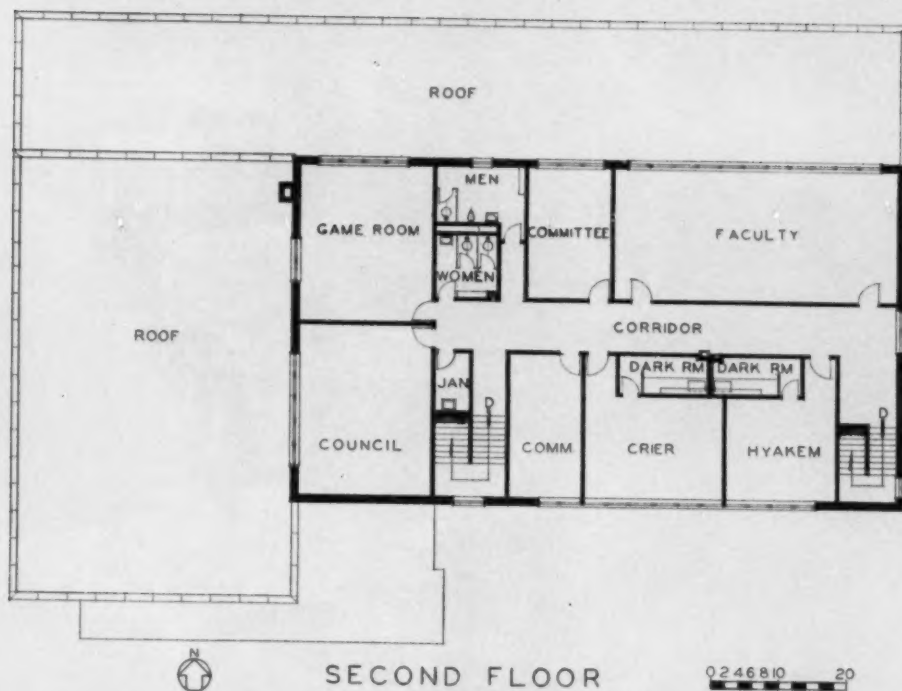
The length of the building is 131 feet and the depth 90 feet. The second story is smaller, having been recessed on the west and north with over-all dimensions of 90 feet by 50 feet 9 inches. In addition to the lobby, corridors and toilets, each floor contains seven rooms. The first floor has a lounge, table tennis room, snack bar, bookstore, post office, check room, and manager's office.

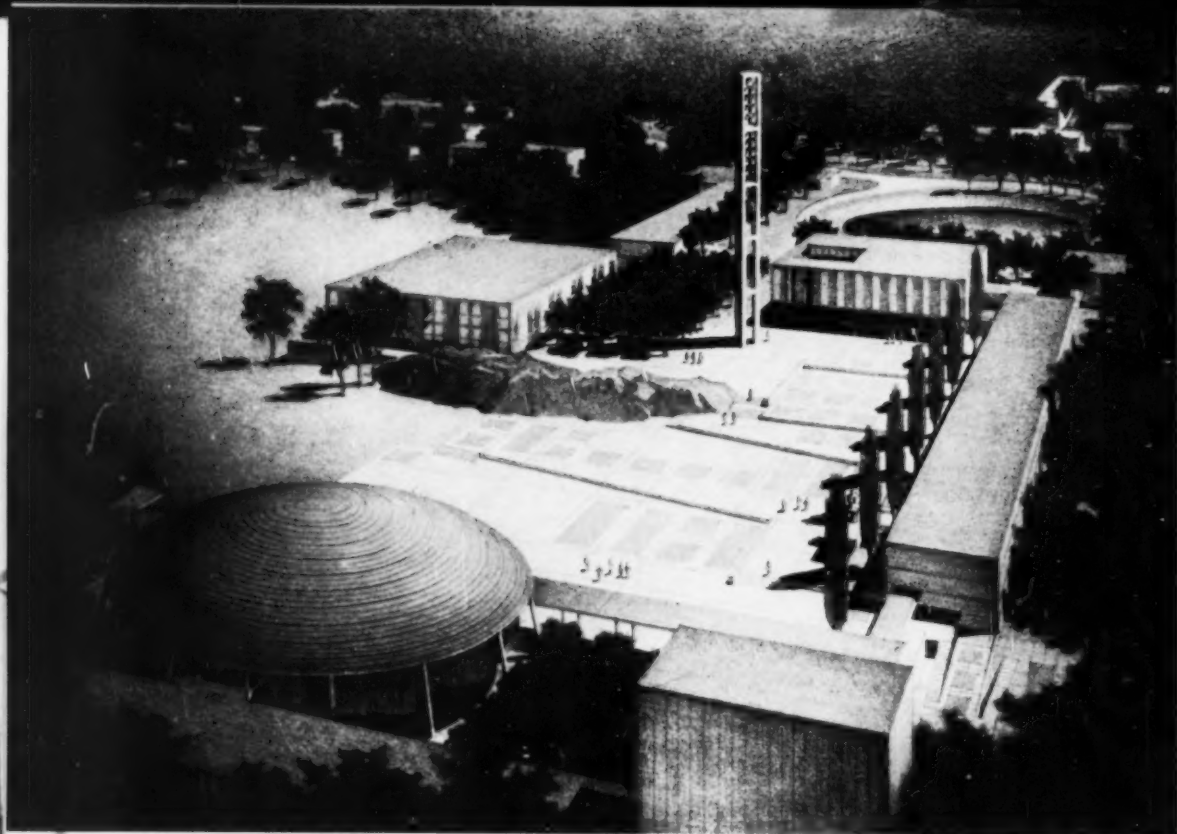
The largest room is the main lounge with dimensions of 63 feet 10 inches by 37 feet 10 inches. The second largest is the bookstore, which is 40 feet by 47 feet 6½ inches. Below the bookstore is a basement storage room with dimensions of 80 feet by 40 feet. A stairway and a dumb-waiter lead from the bookstore to the storage space.

On the second floor there is a parlor for faculty, a student council room, a game room, the student newspaper office, the yearbook office, and two committee rooms. Off of each of the publications offices is a darkroom for photography.

Because the enrollment of the college is 1600, the income was not sufficiently large to make it possible to construct a building of such size that ballrooms could be included. But the Student Union is located adjacent to a gymnasium where the basketball playing floor may be used for ballroom purposes. Likewise, there is a Commons Building directly across the street from the union where there is a large dining room that also may be used as a ballroom. Banquets and regular meals will continue to be served in the Commons Building, but the snack bar in the union building will serve food between meals.

By moving all of the student offices and activities into this new building, we can relieve considerable space in the classroom buildings where office and classroom space is needed.





PROPOSED ACADEMIC QUADRANGLE

NEW COLLEGE NEW CAMPUS

LESTER D. ARSTARK

Former Assistant to Director of Public Affairs
Brandeis University, Waltham, Mass.

LIFE THESE DAYS IS ROUGH BUT INTERESTING on Brandeis University's 127 acre "boomtown" campus in Waltham, Mass. Builders are placing the final touches on the opening phase of the university's immediate \$22,000,000 expansion program.

Five men's residence halls, a new classroom building addition, and an athletic playing field are being completed near the Charles River and as

quickly as plans and resources become available, the construction of 50 classroom, dormitory and service buildings is expected to solve 2 year old Brandeis' most pressing problem: "intensive growth."

Saarenin, Saarenin and Associates are the architects who have prepared the design for expansion at Brandeis. The firm evolved a long-range master plan for undergraduate and graduate

centers at Brandeis, following careful surveys of university land and resources.

The residence halls are a short distance from the main campus and are serviced with utilities as an independent unit. Rooms in the residence buildings are designed for maximum versatility. Aside from a main floor commons lounge each dormitory room is furnished in a functional, modern manner to enable students to achieve the appearance of a study, bedroom or sitting room in their quarters. Each room is constructed for two occupants and averages over 200 square feet. On the northwest side of the quadrangle is a student parking area.

Eventually, the Ridgewood units will become apartment buildings for faculty families, and they have been planned with that intention. Lower floor rooms are constructed with picture windows of wall dimensions, and all toilet and shower facilities are located on the upper floors of the two-story buildings.

The material used in the construction of the Ridgewood Quadrangle included rust colored brick and cement. Lead flashing rims the roof of each of the buildings, while the numerous

doors leading into the various sections of the units are of birch panel. Interior partitions are of painted cinder block and floors are of asphalt tile.

In classroom construction, Science Hall Annex, a two-story red brick building with flat roof, recently was completed adjacent to the university's largest classroom building on the main campus. The annex covers an area approximately 176 by 40 feet. The ground floor houses five faculty offices, a classroom later to be converted into a biology laboratory, and the Breitman laboratory, which is the largest in the building. The upper floor consists of classrooms and conference rooms.

Under construction on the banks of the Charles River are the Shapiro Athletic Center and the Marcus Athletic Field, where the university will install a permanent athletic program of intercollegiate and intramural scope.

This fall, the university expects to open the facilities of the Shapiro building to the student body. The new center will be the central unit of the university's athletic plant. Attached to either side of the hangar-like building will be a swimming pool and a small gymnasium.

An interesting fact in the Brandeis expansion program is that the funds for the beginning of the project are being subscribed by Brandeis "foster" alumni throughout the country. The university will not have real alumni until 1952 and then their ability to contribute to the university's upkeep may be hampered for some time.



SYDEMAN HALL

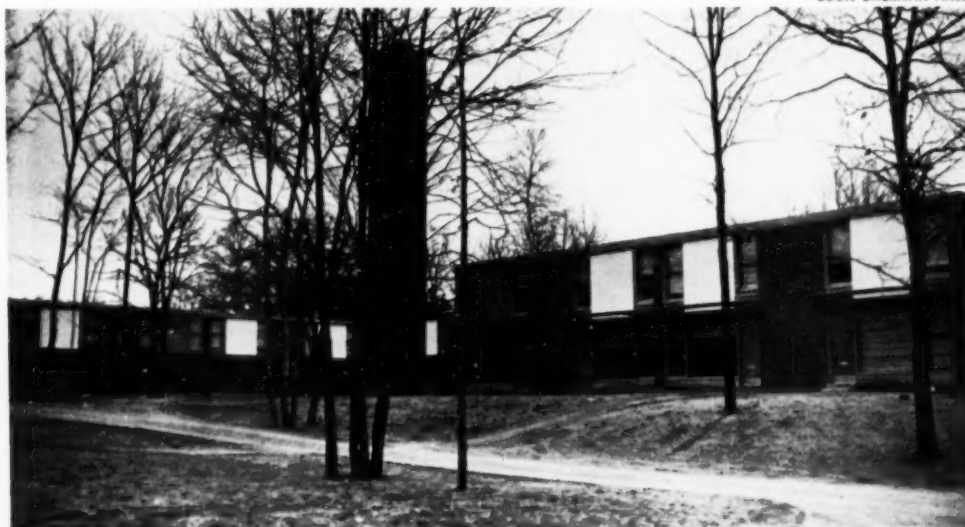
Brandeis is next hoping to construct a Creative Arts Center at a probable cost of more than \$1,000,000. The center, which will contain the university's school of music, drama and fine arts, has been designed by the architects to symbolize dramatically the unity of the three arts. Included in the center will be a university theater and an auditorium, completely equipped with all professional staging devices and ample space for theater workshop activity. Classrooms, rehearsal rooms, and galleries for the study of the creative arts are included.

Close to the science building will be the university library, which will house 250,000 volumes and will replace the reconditioned stone stable that is being used today.

A building for the humanities and the social sciences also is in the making. Preliminary sketches show that it will complete the main university center and signal the end of the first part of the program.

Phase 2 of the expansion program (the graduate schools) is still in the planning stage. It probably will be completed not long after 1960.

LOUIS EMERMAN HALL





MEN'S DORMITORY UNIVERSITY OF CINCINNATI
 AFTER TYLER SMITH—AMES & ALAN ARNOLD

Sloping topography responsible for six levels in

LOW-COST RESIDENCE HALL

LEONARD S. MERANUS

Assistant Director, Department of Public Relations
 University of Cincinnati

THE MAJOR PART OF A CITY BLOCK adjacent to the University of Cincinnati campus will be occupied by a \$1,300,000 men's residence hall. Financed by revenue bonds, the project will accommodate 410 students, most of them in double rooms.

Because of the sloping topography of the site, the building will have six levels, but no more than four levels in any single section of the structure. From north to south the site rises 28 feet, and the northeast corner, which is economically unsuitable for building owing to a deep fill, has been reserved for an outdoor recreation area. The six levels of the building will step up to the south.

The building plan is in the form of a wide shallow U facing the campus

to the west. An additional wing will extend northward from the north leg of the U.

In addition to sleeping rooms, the dormitory will feature a one-and-a-half story main lounge, lounge mezzanine with library and kitchenette, a main recreation room with billiard and table-tennis facilities and soda grill, eight smaller "community" lounges, 11 restrooms, trunk storage, mechanical equipment, and employees' locker rooms.

STUDENT ROOMS IN PAIRS

Student rooms will be arranged in pairs, with built-in wardrobes and shelving separating the rooms instead of walls. These rooms will be heated by hot-water baseboard radiation in

zones thermostatically controlled by outside temperatures.

The exterior, with simple face brick and stone trim treatment, will depend for effectiveness largely upon proportions of the masses and their arrangements in relation to the topography. Construction will be of reinforced concrete, and a concrete plate floor system will cantilever from setback columns to the exterior walls.

Stairs, halls and restrooms will be walled with glazed tile. Plaster will be used only in portions of the lobby, main lounge, and recreation room. Painted cinder block walls will help keep costs down elsewhere in the building. Ceilings of all public spaces will have acoustical treatment. All floors will be asphalt tile.

THE POWER PLANT NOW UNDER CONSTRUCTION for the Michigan State Normal College at Ypsilanti will supply steam for heating an ultimate load of 165,000 square feet of equivalent direct radiation, as well as heating water for showers, lavatories and kitchens to care for approximately 4000 resident students and staff members.

One of the features of this plant is its modern appearance, both interior and exterior; the design provides adequate working space and convenient arrangement for facility of operation. All major equipment is on one operating floor level.

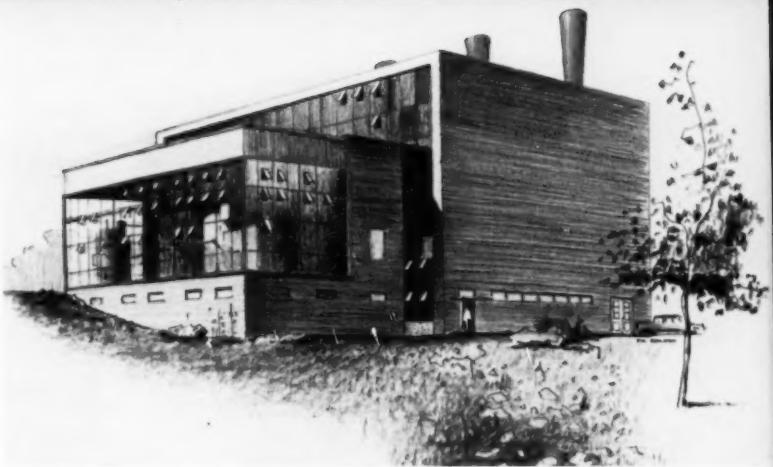
The walls of the turbine and pump room are almost entirely glass, and the office of the operating engineer is an enclosure having three walls of glass to enable the engineer to have a clear view of the turbine and boiler rooms from his desk. The other wall of this office is taken up by the laboratory equipment, necessary for making the daily tests of boiler water and boiler feed water. One end of the turbine room is occupied by the electric switchboard and in the basement, directly beneath, are the transformer vault, the secondary distribution panels, and battery room.

The wall between the turbine room and the boiler room is pierced by a large doorway, and clear glass windows make the firing aisle visible from the turbine room.

The boiler room is equipped with two new bent-tube high-head boilers, each rated at 688 h.p. and designed to operate at 200 psig (pounds per square inch gauge). Also, one 450 h.p. "A" type of boiler is to be removed from the present plant and, after remodeling, will be reinstalled for use at 100 psig in the summer.

All boilers are equipped with economizers and complete automatic combustion control equipment of the most modern design.

The boilers will be fired with combination oil or gas burners. The oil burners are of the wide range mechanical atomizing type, with ring type of gas burner heads so that either No. 6 heavy fuel oil or natural gas can be used as circumstances require. Included with the burners are duplex fuel oil steam heaters and pumps, which deliver oil at 170°F. to the burners and return any excess oil to the underground storage tanks. Six tanks of 20,000 gallon capacity each



All major equipment on one floor level in new

POWER PLANT

E. R. LITTLE

President, E. R. Little Company, Engineers
Detroit

will be installed to ensure against shut-downs from lack of fuel. The oil heaters are, of course, automatically controlled, and the oil burners themselves are equipped with flame control systems. All the combustion and burner control instruments, as well as the recording meters and boiler drum water level indicator, are mounted on panelboards in front of the boilers.

Each boiler will have a chimney mounted directly over the induced draft fan that will project approximately 20 feet above the building roof.

A number of factors were carefully considered before the designing engineers recommended that the plant be designed for the use of oil and gas rather than coal. One of these factors was the preferred site for the power plant, located almost half a mile from the nearest railroad. The only possible route for a spur track would traverse a terrain, the nature of which would require almost 25 per cent of sidetrack to be built on trestlework. Also, no space for coal storage was available near the plant location unless a desired wooded area be sacrificed. These factors, plus the reduction in estimated capital outlay for sidetrack, coal

bunker, coal and ash conveying and elevating equipment, amounted to approximately \$90,000. Using fuel and operating labor costs at the time the study was made, we estimated the net annual saving by use of oil and gas to be approximately \$1200.

A similar study was made to determine if any saving could be made by installing a turbo-generator for operation during eight months instead of continuing the present method of purchasing the entire electric requirements from the public utility company. The study gave evidence that an expected saving of approximately \$4000 a year could be made if a 700 KW turbo-generator was installed and operated without condensation with all exhaust utilized for heating purposes.

Steam is distributed to all college buildings at 45 psig. A new tunnel 600 feet in length is being constructed to carry steam and returns, as well as water, from the new plant to the old plant location, from which point the present steam distribution system will continue in use.

Total cost of the plant will be \$1,000,000.



An experimental study of

BUILDING SHAPES

*for natural lighting, sound
conditioning and ventilation*

W. W. CAUDILL

Research Architect
Texas Engineering Experiment Station

THE TEXAS ENGINEERING EXPERIMENT Station, a part of the Texas A. and M. College System, has initiated Project No. 181 (effects of architectural shapes on light, air and sound), correlated research in which the essential environmental factors are considered simultaneously. This project is directed toward obtaining data from which a scientific approach to total environmental control of buildings can be developed. It calls for the establishment of relationships between full-scale buildings and models for the purpose of predetermining the best natural lighting performance, natural ventilation performance, and sound conditioning.

Main facilities for the project consist of a 30 by 30 foot experimental building, a 10 foot lighting dome, and a small wind tunnel. Readily available to the project is a large-size aeronautical wind tunnel.

MOUNTED ON WHEELS

The experimental building is mounted on wheels that roll on a track to permit rotation to various exposures during experimentation. The outside walls are nonload-bearing and interchangeable so that many fenestration patterns can be tested. The ceiling is adjustable to various heights and shapes and can in a few minutes' time be

changed to provide any one of four different types.

The research in its various phases will be concerned with the following conditions: ceiling heights, 8, 10, 12 and 14 feet; sloping ceilings, 20, 15, 10 and 5 degrees; various exposures, north, east, south, west; small window groupings, one side, two sides, three sides, and four sides; large window groupings, all louvered walls, gridded walls, glass walls, and various ceiling shapes, such as flat, shed, gable, inverted gable.

EXPERIMENTS EVALUATE USE

Findings to date on the lighting phase of the research show that predetermination of illumination by means of models tested in the artificial sky (10 foot dome) is possible, but not with a high degree of correspondence. In spite of this fact, the method is, because of its simplicity of application, more useful than is the analytical method.

As a means of comparing building types, the method of models is considered by the researchers to be especially satisfactory because of the reproducibility of conditions under which comparison is made. For this purpose, the method is highly exact.

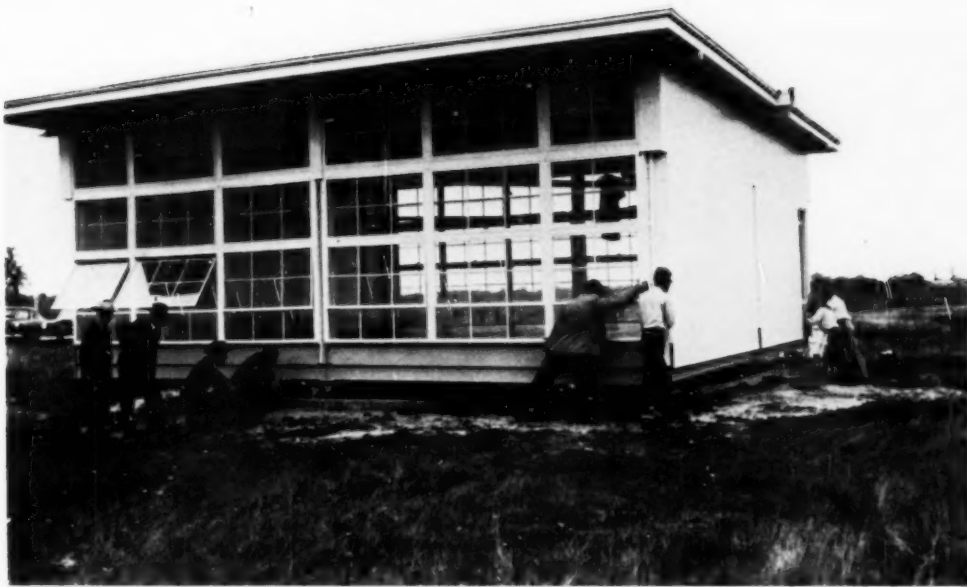
In the ventilation experiments, the first tests on interior air flow patterns

were run in the full-size experimental building. These involved a number of different fenestrations. The same fenestrations also were tested in a model that was built to a scale of $\frac{1}{4}$ inch to 1 foot, or on a scale of $\frac{1}{16}$ of actual size. This gave a model that was about 2 feet wide.

EASY TO CHANGE MODEL

Most of the fenestration patterns gave the same air flow pattern in the model that they had given in the experimental room. There was one exception, however, and a close inspection of the model revealed that the inner edges of the windows projected a little farther inside of the wall of the model than they did in the wall of the experimental room. Since the model was made of balsa wood and cardboard fastened together by glue and pins, it was easy to change it so that it reproduced the arrangement of the experimental room more accurately. The required change involved moving the windows horizontally less than $\frac{1}{8}$ of an inch, but when this small change was made the model gave the same pattern that had been obtained in the experimental room.

This experience called attention sharply to the fact that small changes in a structure may cause large changes in the air flow pattern. In the case



just described, a small change in window design altered the air flow pattern from a poor one in which the air flow was all near the ceiling where it would not blow upon the occupants of the room to a good one which produced the maximum air movement down near the floor where it was effective in increasing comfort.

These results immediately raised the question as to whether a slight vertical movement of the window sash and pane might cause an important change in the air flow pattern. This was tested in the same model by moving the cardboard rectangles, which represented the window frames and panes, vertically without rotation. It was found that a change of position of as little as 1/16 inch could change the direction of influx of the air into the model from inclining toward the ceiling to inclining toward the floor.

The experiments with the full-scale building and a model of it have shown that the use of convenient size models and convenient air speeds to predetermine the natural ventilation characteristics of proposed buildings is desirable if (1) the changes in the density of the air and (2) the effects of thermal convection are negligible.

RECOMMENDATIONS

A thorough study of the basic characteristics of natural air flow and its probable behavior in proposed structures, combined with smoke tunnel

ABOVE: Frame structure of the experimental building used in research at the Texas Engineering Experiment Station is basically a steel cage mounted on wheels. In the experimentation to determine the effects of architectural shapes on the environmental factors of light, air and sound, the structure permits ready change in exposure, fenestration and ceiling shapes and heights. Ceiling heights and shapes are changed by means of eight jackscrews. Walls are easily removed and replaced. The building is located in an open area near an airport. The experiment station is a part of the Texas A. and M. College System. **OPPOSITE PAGE:** Determining the velocity of the air.

tests of models, has made possible the formulation of some recommendations for good ventilation by the use of natural air flow.

1. Locate the building in the free sweep of the wind. Regardless of the fact that almost every vicinity has a prevailing wind that is fairly constant, both in direction and speed, not all building sites afford good natural ventilation possibilities. The sheltered area behind a grove of trees, for example, would be no place to build a home, no matter how well the building itself were designed to facilitate natural air flow.

2. Design the building to locate pressure and suction walls where desired. A building through which air will flow must have such a combination that no pressure wall will be without a suction wall that will help the flow of air through it.

3. Provide openings in both pressure and suction walls. It is not enough merely to have both pressure and suc-

tion walls well placed. Each of these must have openings in order to get proper air movement within the building.

4. Design interior partitions and landscaping to facilitate air flow. In order to obtain adequate ventilation by natural means, consideration must be given to a number of things other than constructing windows on outside walls. Partitions, furniture and equipment can hinder or aid natural ventilation. Trees and fences in the immediate area of a building can slow, stop, accelerate or change the direction of air flow.

5. Control the direction of air flow by proper location and design of openings. Every building type has different ventilation requirements. An indoor swimming pool, for example, requires still air at the pool level and an air movement at the spectator level.

6. Control the amount of air flow by proper sizing of openings. The amount of air flow is in direct proportion to the size of inlet and outlet openings.



How Modern Is YOUR LAUNDRY

PETER M. KOHL

Business Manager, Cincinnati Conservatory of Music

WITH TODAY'S HIGH COSTS OF OPERATION going even higher, schools must cut corners wherever possible in order to continue to function at a high level of efficiency. In a number of departments at the Cincinnati Conservatory of Music we have found that an initial outlay of funds to purchase modern equipment has paid for itself within a short period of time and has put on

a paying basis departments that had previously been operating in the red.

A typical example is the laundry at the conservatory. The laundry staff was cut in half recently by the installation of several pieces of new equipment. Where formerly eight employees were required to operate the antiquated equipment, the department now requires only four operators.

The conservatory laundry takes care of the needs of the dormitory students as well as the uniforms of dining room employees, tablecloths, dormitory bedding and maids' uniforms. The service is available to nonresident students as well as those residing in the dormitory.

Before our modernization program was inaugurated, all ironing was done by hand. A set of used shirt press



TOP: Modern marking machine saves approximately 75 per cent of time formerly used for marking laundry. **LEFT:** Two washing machines give soiled linen thorough cleaning, and then it is removed to a high-speed extractor.

TOP: Tumble-drier, where laundry is placed after being removed from extractor. CENTER: Large flatwork is put through mangle. BOTTOM: Shirt press for finishing the cuffs, collars and bosoms of shirts. In addition, the press is used for handkerchiefs, lingerie and other articles of apparel.

equipment, installed at a cost of \$850, has eliminated the old ironing boards and three employees. The press, capable of finishing cuffs, collars and bosoms of shirts, also handles handkerchiefs, lingerie and other articles of apparel with top efficiency.

An old, fire hazardous, wood steam heated drier has been replaced by a modern 36 inch, six-coil tumbler drier. The new drier, which cost \$1100 including installation, does a better job in far less time than the old cumbersome equipment, and one employee was eliminated. The steam saving, owing to the modern drier, is estimated to be about 40 per cent, while the efficiency of the drier plus the quality of the finished product has been doubled.

Marking of laundry, which was a tedious hand job heretofore, is now done by a modern mechanical marking machine. This machine has saved us approximately 75 per cent of the time formerly used to mark items.

The various pieces of equipment are arranged in assembly line fashion, so that no lost motion takes place in the various steps required in turning out the finished work. The soiled items are placed in two large washing machines, from which they are removed to a high-speed extractor after a thorough cleaning. From the extractor they go into the tumbler-drier, then to the shirt presser or, as in the case of large flatwork such as sheets and blankets, are put through the mangle. The finished work is deposited in wire frame racks for sorting and wrapping.

To add to the comfort of the laundry staff, an exhaust blower has been installed to carry off the heated air.

About 70 per cent of the music students are now taking advantage of the laundry's facilities and are getting better work at lower prices than they would pay at commercial laundries.



FOOD SERVICE COSTS

include administrative expense too

NELLIE GLEASON

Director of Foods
Grinnell College, Grinnell, Iowa

TRADITIONS ARE WONDERFUL THINGS and I for one am always impressed by the many fine ideals that year after year become a real and functioning part of the campus operation of a small college. Unfortunately, there comes a time when practicality must take the place of sentiment, and we find ourselves having to dispense with certain traditions because they are not "worth their weight in gold." At the risk of seeming brutal and heartless we must account for and face what it costs to operate a food service department.

Some of the costs for the operation of food service (the figures for which are easily obtained) are direct charges such as the following:

1. Direct labor costs. These costs are obtained from the biweekly pay roll and include the food director's salary; dietitians' salaries; kitchen wages (cooks, bakers, butcher, storeroom man, assistant cooks, potwashers, dishwashers, pantry women and dining room women); student wages (waiters and waitresses), and foods office salaries.

2. Direct material costs. These are

obtained from actual purchase and use of all food supplies; cleaning supplies; paper supplies; china; silver; linen (uniforms, towels, tablecloths, napkins, rags); laundry; office supplies; truck operation; small equipment; and miscellaneous expense (flowers, candles, telephone and telegraph, transportation).

3. Direct service and utility costs. We have a few items that are metered so that we do not need to apportion them but have actual figures to show costs.

Water is metered to each of the kitchens and also to the bakeshop.

Refrigeration is serviced by a refrigeration specialist at the present time rather than by a college maintenance man because we do not have anyone trained in this field.

Housekeeping service. The food department does its own cleaning; thus if the services of the college housekeeping department are ever needed they are requested on a material and labor basis.

Maintenance service. This is given to the food department by the college plant on a material and labor basis.

Building rental. Endowment owns the buildings in which the men's dining room and kitchen and the women's dining room and kitchen are located. Arrangement is made whereby food service pays to endowment every three months a building rent that amounts to $4\frac{1}{2}$ per cent of the value of the dormitory and quadrangle systems. This percentage was determined by taking the amount of space allocated to food service in relation to the entire building. Of this $4\frac{1}{2}$ per cent, 3 per cent is pure rent and $1\frac{1}{2}$ per cent is building depreciation. Our rent contract stipulates that the landlord (or endowment) is to keep the building in good regular repair with respect to plumbing, wiring, painting or plastering that may be needed as a result of ordinary use and wear and tear on the building. Damage caused by carelessness or negligence on the part of the food service department is not covered by this contract.

Equipment rental. Equipment also belongs to endowment, and there is a charge to the food department for the rental of this equipment. This amounts to $11\frac{1}{3}$ per cent of the original cost of any equipment—attached or unattached—that is used by the food department. This $11\frac{1}{3}$ per cent is charged until endowment has recovered the cost of the equipment. When a piece



of equipment is sold we no longer pay rent on it, and when a piece of equipment is purchased we begin to pay rent on it. Of this $11\frac{1}{3}$ per cent, 3 per cent is pure rent and $8\frac{1}{3}$ per cent is for depreciation.

Power. We have meters installed on the lines that are used for the cooking equipment so that they have now become a direct charge.

4. Apportioned costs. Because we have been unable as yet to arrive at a way of determining the direct costs of some items, we have worked out the following procedures with the help of engineers, architects and auditors.

Heat. This is charged to the food department on the basis of the number of hours per day that heat is used; on the number of cubic feet heated; the type of heating used (one kitchen and dining room have recessed wall radiators, the other radiant heating), and the square feet of radiation in the rooms.

Light. This is charged on the basis of the number of days used each month; the number of hours used each day; the number of outlets existing, and the power in the outlet.

Steam. We have a test meter on one kitchen and from it we have been able to apportion the cost of steam that is used by the food department. When both kitchens are metered, this, too, will become a direct charge.

Insurance. Our part of this is determined by taking the rate from the insurance policy that would be charged for the value of that part of the building that is occupied by food service. One-twentieth of the total cost of public liability insurance that covers the entire college has been assigned to be paid by food service. Our share of the rate for workmen's compensation is determined by the size of our pay roll in comparison to the total college pay roll for people working in the areas covered by this insurance.

From year to year we follow a similar pattern, perhaps making adjustments and alterations to fit a given situation, but when it is all boiled down we can only say "that's where our money goes".

On its pieces of new equipment, Grinnell College charges the food service department $11\frac{1}{3}$ per cent of the original cost as rental until the full price has been recovered. Of this 3 per cent is pure rent and $8\frac{1}{3}$ per cent represents depreciation.

Food service director should

TALK IT OVER

with college business officer

WILLIAM N. DAVIS

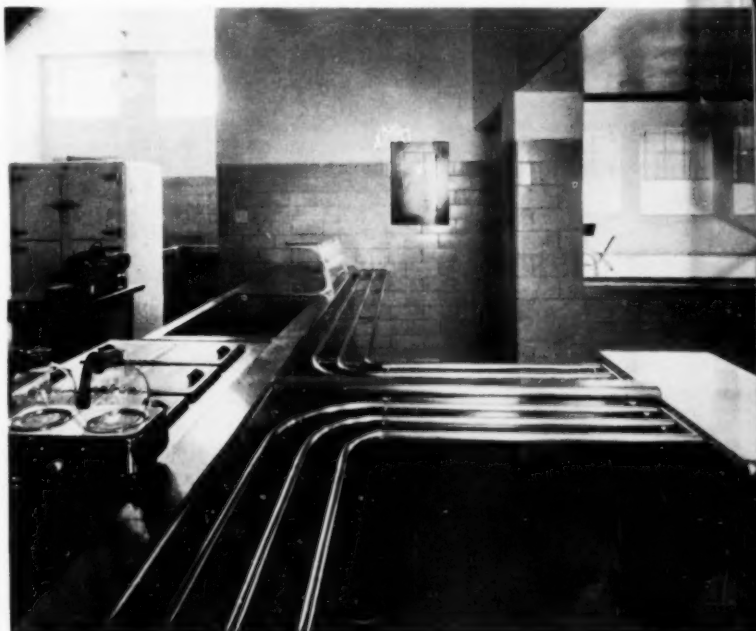
Manager, Student Residences and Dining Service
Brown University, Providence, R.I.

THREE THINGS HEAD THE FOOD director's list of topics to go over with the business officer: his financial allocation, his objectives, and the university's long-range program. Work with him on all of these, giving him encouragement and understanding, if nothing else, and keeping him informed.

The food service director will want to talk over with the business manager not only his budget for food and wages but also the university budget. He will want to discuss not only the budget dealing with expenses he incurs but

also "indirect costs," such as insurance, annuity, allocated charges, maintenance and reserves. He will want to tell his aims and ambitions for the food service, and also to hear about the over-all plans of the campus.

To administer the budget properly, the food service director should have a bookkeeping system adequate to permit a complete and accurate operating statement. Its accuracy can be proved by verifying the statement with the records in the business manager's office. If he could receive copies of the



journal entries and of the monthly ledger account, he readily could prove his totals with little bother to the business office. His records, therefore, will provide not only a control of all the operating costs but also the information necessary to recommend revisions to the food service budget.

It is possible to work toward the objectives approved by the college administration if the food director knows the financial standing of his department. We can assume, I believe, that a self-sustaining department is a primary objective. Once it is established on this basis, the emphasis could then be a second objective on either (1) reduced prices or (2) improved atmosphere and service.

GRACIOUS DINING

The answer to this requires consideration, and such a decision should be reached after surveying the over-all cost of board, room and tuition on the one hand, and the educational needs on the other. Student morale is influenced by the dining service and, therefore, I would prefer to add graciousness to the service rather than to operate at lower prices.

During World War II, many dining rooms converted their service to accommodate mass feeding. Some of the devices substituted for the original service still remain, such as the G.I. tray or its counterpart, the bus-your-own plan, and the cafeteria. The gracious dining idea has been replaced with the eat and run habit and this is likely to continue if the authorities are indifferent to its existence.

At Brown University this problem has been recognized over a period of time and we expect the solution to be found in our new refectory. We are changing from our present cafeteria type of service to student waiter service. We will serve 1600 students at one sitting in a socially relaxing atmosphere.

In addition to giving more service to the students, the plan offers the opportunity to give more students employment. The maximum use of student help cannot be overlooked as one means of offsetting the increased cost of education. A campus that is considered to be a home-away-from-home is not consistent with its objective unless it creates a homelike atmosphere. Certainly the serving tray is far from homelike, but its continued use should be taken into account when service vs. price is considered.

On some campuses existing dining facilities are too small to accommodate the student body. Under these conditions, a cafeteria is the only answer. With cafeteria service, some finesse can be added. Having bus boys clear the tables injects some graciousness as compared with the requirement that students carry their own trays to the dishroom window.

The complete financial picture also permits the food director to establish minimum prices for catering to campus groups. This phase of the food service should not be overlooked for it offers an opportunity to show the students and faculty that there is a spirit of cooperation and interest in their activities. The prices should not be set arbitrarily but with a reason, cost being used as a basis.

The long-range plan for the campus influences the food service management, and this should be kept in mind when changes and improvements are considered. Such changes as enrollment predictions may drastically affect the decisions of the food service director in buying of food for even a year in advance. His decision of whether or not to replace certain equipment will be influenced by the trend up or down in the number he may expect to serve. For example, he might get by for the present with his supply of tableware if the enrollment is expected to decrease. On the other hand, he might well add to his supply at once if he anticipates an enrollment increase.

Physical changes on the campus may be in the program stage as a result of enrollment trends, and any ideas that may conceivably affect the location, layout or service of the food department should be suggested to the food director. He can adapt his policies to the plans of the college if he knows them in advance, or at least he can avoid a contrary tendency in his policies.

As plans develop for new construction or redesigning of present facilities, the food director will be able to offer important advice. With his experience he can point out the faults and advantages of the facilities in terms of the requirements of the campus.

Early consultation with him will avoid many future headaches and eliminate existing problems. As an example, many schools learned during World War II that flexible features in the design of the food service made conversion to mass feeding less expensive to adapt to the cafeteria. Flexible features are needed not only in case of

another emergency but also to provide for smooth transition in the method of service and for changes in volume.

There are times during the academic year when the volume fluctuates, and the food director could take advantage of this flexibility. He knows this is likely to happen from time to time, and he is in a position to advise on the various alternatives.

In many cases, capital investments of this nature react on the budget of the food service director. Whether it is in the form of amortization, interest charges, or purely in the operating expenses, some changes in his budget are bound to occur. The extent of such reactions cannot be judged too rapidly, and he needs time to study and analyze the new financial situation. Whether or not the result of his findings will influence the program, it still may show that an adjustment in the rate of income is advisable. If so, it is better for the administrators and the food service director to have this information as far in advance as possible than to find it out too late. Establishing additional overhead costs without studying the effects on the financial outcome can create serious problems for all.

OPEN-DOOR POLICY PAYS

The food director enjoys working in cooperation with the type of business manager who has vision and imagination and would like to be free to discuss plans and problems with him. All problems on finance and policy that affect his department should be discussed frankly with the food service director as they may affect the objectives toward which he is working. As they tend to change with the times, he wants to be abreast of the trend in thought and ideas; they readily may be discussed if the business manager has the "open door" attitude toward him.

The business officer works continually with both the academic and economic phase of the campus administration because they are interdependent. The food service director is conscious of this relationship, too. Here again is a common meeting ground for both, and much can be accomplished through the food service to make others on campus realize the interdependence of academic departments and administration.

The food service program can have a forward look. The business manager's appreciation of this fact will help the food service director to maintain a broad vision of his responsibility to the college.

SOME COLLEGES HAVE FOUND IT TO their financial advantage to solicit gifts, subject to the payment of an income for life to the donor or to individuals designated by him.

Certain religious organizations have, for many years, maintained active campaigns to persuade those charitably inclined to turn over their property to them in return for an agreed income for life. The committee on financial and fiduciary matters of the Federal Council of the Churches of Christ in America arranged for a series of six annual conferences on annuities. The first conference was held in New York City on Nov. 20, 1934. The papers presented at these conferences were published as part of a series of pamphlets designated as the "Wise Public Giving Series."

Another valuable source of information on this subject was published in April of 1939 by the financial advisory service of the American Council on Education under the title "Funds Subject to Annuity Agreements."

The need for care in drafting the instrument of gift is well illustrated by the LaVerne College case¹ decided by the supreme court of California in September of 1950. On May 23, 1939, Levi M. Davenport, then 78 years of age, conveyed certain real estate to LaVerne College, as trustee, with the understanding that the college would cause to be established a charitable corporation to be known as the Davenport Foundation to hold and administer the property conveyed by Davenport, the trustor. The trust instrument further provided that the net income from the property should be distributed as follows:

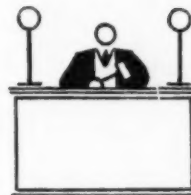
1. To Levi M. Davenport, the trustor, \$400 per month for life.
2. To LaVerne College, \$300 per month in perpetuity, for the purpose of establishing a department of philosophy and religion.
3. To the American Bible Society of New York, \$300 per month in perpetuity.
4. To the payment of other annuities in such amounts as may be agreed upon between the board of trustees of the foundation and the annuitants.
5. All the rest and residue of the income "shall be used by the board of trustees for such purposes of the trust as may be determined in the sole discretion of said board."

¹Davenport v. Davenport Foundation, 222 P. 2d. 11.

ANNUITY FUNDS AND LIVING TRUSTS

T. E. BLACKWELL

Vice Chancellor
Washington University, St. Louis



Levi M. Davenport died in January of 1947 and his heirs brought suit to have the trust declared invalid and the property distributed to them. The trial court sustained the validity of the trust, but the supreme court of California reversed this decision and held that no charitable trust had been established under the California statutes.

In its opinion, the court called attention to the fact that the trustees had appointed Davenport himself manager of his own foundation. Thus, for eight years before his death, the trust had been administered by the trustees with the active participation of the trustor. During this interval, an agreement was executed whereby one of the trustor's grandchildren was to receive \$100 per month after the death of her mother. The court thereupon came to the conclusion that the trustees had been granted power to devote a portion of the income of the trust to non-charitable purposes beyond the period permitted by the California statute.

LIMIT PAYMENTS

Colleges seeking gifts subject to the payment of a life income to the donor or to his nominees would do well to limit such payments to the net income earned by the fund. If the college agrees to pay a fixed income to the beneficiary designated by the donor, the agreement partakes more of the nature of an annuity contract rather than that of a charitable gift upon condition.

If the courts should rule that such agreements are, in fact, annuity contracts, the college may find that it is thereby deemed to have engaged in the business of insurance and thus is sub-

ject to the statutory regulations pertaining to this activity.

In 1939, a new section was added to the insurance laws² of the state of New York. Under this statute, on and after Jan. 1, 1940, a nonprofit organization desiring to issue what are termed in the law "gift annuity contracts" must apply for a permit and comply with the provisions of this special section of the state insurance code.

Although the requirement that gift annuity rates shall be noncompetitive with those issued by commercial life insurance companies does not appear in these exact words in the law, the statute does prescribe that the rate of life income to be paid shall be computed so as to leave with the nonprofit organization, upon the annuitant's death, at least half of the purchase price of the annuity contract.

This provision of the act underlines one of the inherent hazards of such contracts. If the college obligates itself to pay a fixed sum each month during the lifetime of the annuitant, it is taking the risk that he may live much longer than predicted by the standard tables of mortality. An insurance company, writing annuity contracts on several hundred thousand lives, is protected by the so-called "law of large numbers." If the group involved is large enough, the mortality tables are reasonably safe guides, although with the increasing longevity of the average American, these tables have been subject to constant revision during the last three decades.

Few educational institutions can hope to write a sufficient number of gift

²Insurance Law of New York State: Section 45, Article 4.

annuity contracts to receive the protection of the laws of probability. Consequently, that which is a mathematical certainty in the case of the commercial insurance company becomes a hazardous gamble for the college. Even if it follows the requirements of the New York insurance code and limits the agreed payments to the annuitant to one-half the amount shown in the mortality table, it may find that the annuitant is still alive after his gift account has been exhausted.

The college is on much safer ground if it restricts the payments to the annuitant to the net income earned by the fund. Such agreements are frequently referred to as "living trusts." If irrevocable, the donor may take credit in his income tax return for the amount transferred as a present gift, although he must, of course, pay taxes on the periodic payments received by him from the college during his lifetime under the terms of the conditional gift.

The advantages to the donor of such a program might well be stressed by a college seeking to add to its permanent funds. By making the gift during his lifetime rather than by bequest, the donor has the pleasure of presenting the fund himself. If the instrument of gift is drawn under competent legal advice, the probability of a contest by his heirs is less than if the fund were included with the other assets of his estate. Furthermore, he has the benefit of the investment and fiscal services of the college in the administration of the fund, usually without cost to him, with the assurance of receiving the full net income earned by the fund during his lifetime and that of his wife, if so stipulated in the agreement.

ADVANTAGES OF LIVING TRUSTS

The advantages to the college of a present gift over those of the mere possibility of a future bequest need scarcely be argued. Wills can be changed overnight. A gift received during the lifetime of a donor, if well administered by the college, opens the door to additional gifts. Even though the college may be compelled to wait for many years before it is free to utilize the income of the fund for educational purposes, plans can be drafted with the assurance of eventual consummation. It is therefore somewhat surprising that more emphasis has not been placed on this type of gift in the fund solicitation programs of the colleges in recent years.

Keeping on friendly terms with THE FACULTY

S. F. BRETSKE

Vice President and Controller
University of Chattanooga

IT IS ONE OF THE RESPONSIBILITIES of the business office to interpret its philosophy and its policies to the academic areas of the college or university. Who, other than the business manager of the institution, is able to do this interpreting? The president, of course, can be of paramount help by making clear many business matters to the faculty in general meetings and in personal conferences. His support of the business office can, does and will do much to help establish sound operating principles and good business procedure.

BUSINESS MANAGER'S JOB

A president with an understanding of business problems is a source of inspiration to the business manager, especially as that president helps bridge the gap between academic areas and the business office. Basically, however, it is the business manager's responsibility to make known the philosophy of cautious handling of trust funds and getting the most from the educational dollar.

Also, it is the business manager's responsibility to promote and to make clear the importance of centralized purchasing, of the balancing of the budget, and of the establishment of sound financial policies. In addition, the many and necessary duties of the business office that come with the execution of all philosophy and all policies must be defined to the academic areas.

On the other hand, it must be clear that the college business manager should have a knowledge of the aca-

From an address delivered at the meeting of the Southern Association of College and University Business Officers, 1950.

demie program and, what is even more important, should have an understanding of the academic philosophy of his institution. This is fundamental in any discussion of institutional procedures, whether in the academic area interrelationship or in the relationship of the business office with the academic areas of the institution.

It is, in my opinion, just as essential for me to know the direction that my institution is taking and is planning to take as it is important for those engaged in the classroom to know the directions in which the college is going. How else can I administer budget allocations? How else can I allot departmental funds? It is easy to follow individual interests or to be overpersuaded by some gifted member of the faculty when one does not hold steadily to the over-all goals that the institution as a whole has established.

SHOULD BE INFORMED

A knowledge of the over-all goals extends, it seems to me, into the idea that the business manager should be acquainted with the goals that the individual departments, consciously or unconsciously, have established. I think of a contrast between two departments of political science with which I am acquainted. The first pays little attention to political theory but exerts its efforts to instruct the student in the practice of politics, particularly those at the local levels. The second concerns itself exclusively with theory and does an admirable job of teaching the student the background of contemporary political institutions, ignoring almost completely the institutions themselves.

In my consideration of the budgetary problems of these two departments,

there would arise entirely different problems. The instructor of the first will need to obtain numbers of city, county and state reports. He will need clerical help. The instructor of the second will use established sources in the library. In both cases the budget requirements will differ. Indeed, the business manager should become well informed about the whole college program.

CHALLENGING PROBLEM

This immense problem of informed operation certainly has been a challenging one in recent years. Colleges and universities have had an unprecedented growth in the last five years. Some departments have grown more than others. These factors have made problems for the business officer, because additional and supplementary equipment has had to be purchased with no funds allocated for such expansion.

With the increased growth and expansion a greater over-all understanding has become essential. If the business manager has an understanding of the problems and requirements of the classroom and the laboratory, he is in a better position to help the professor in submitting his requirements for the budget. Funds can be conserved by the coordination of different departments that have equipment that can be exchanged. Often, when he is not acquainted with the equipment of other departments, a professor may be inclined toward purchasing everything needed in his department regardless of the amount of money involved. He can lose sight of the budget angle in considering the equipment he wants as a means to the end of a better department or of better teaching. So whether it is a department or an individual professor within the department, the business manager must have an overview of the whole academic scene.

Actually, this field of the relationship between the business office and the various academic areas is one of the most important activities in which the business manager is involved. He is considered by students and outsiders as the "practical" man on the campus. The student, whether prospective or actual, is likely to seek the advice of the business manager on what he can expect as vocational assistance from the major field he has chosen. And the business manager should be prepared, not as a mere matter of expediency but

from philosophical understanding, to uphold the liberal arts as a preparation for living as earnestly as he points to the vocational courses as a means of earning a living. History, literature, philosophy, religion and the associated subjects are necessary for a full man. We cannot afford to become a trained but unlearned people.

The business manager should be removed from all areas of academic jealousy. His opinion, when expressed, should be based upon fundamentals of adult behavior and consequently it should be objective. Because of this objectivity and because the business manager has no favors to bestow, as have deans and presidents, he can meet the faculty upon a man-to-man basis. If he proves himself trustworthy, he will become a sort of confidant.

Establishing confidence will take time, but it will pay dividends for the institution. Many a good faculty member, valuable to his students and to



the institution as a whole, can be saved unnecessary worry, harmful always to the quality of his work, if he feels that the business manager will lend an interested ear. The problem may be a matter concerning the institution, a feeling that a slight has been extended by the dean or another member of the faculty. It may be personal, a financial matter such as a real estate transaction or the illness of one of his family. It may be an academic problem, a belief that hours or salary or promotion should be considered.

LISTEN AND GIVE ADVICE

Regardless of what the problem is, the business manager, if he has built up the proper relation with the individual members of the faculty, can do both the professor and the institution a service by listening patiently and attentively, and then offering his advice, his sympathy or his active aid through discussing the problem with the president.

Among the very best ways to establish this relationship is to seek out the

faculty member and learn what he is doing and how he is doing it and what he hopes to accomplish by it. Have you ever known anyone who did not wish to talk at length about his specialty, and did not end his talking with a feeling of admiration for the apparently interested listener?

MAKE BUDGET KNOWN

Acquainting the faculty with the budget is important. At the beginning of our college year we have a two-day institute that ends with a dinner on the evening of the last day. At this time we present the budget for the year. In order that the figures may be clearly understood, charts are shown with comparisons made from figures extending over the preceding five years. We believe that the presentation of the budget in this manner and at the beginning of the school year makes it more interesting and more significant to the faculty than if it were given them in printed form toward the end of the year.

The faculty can be very helpful in the arrangement of rooms, lighting and general structural necessities and design when a new building is being planned. Those involved in the particular departments of a new building should be given a chance to help make the plans and to suggest changes in them while they are on the drawing board; many invaluable suggestions will result.

The business manager should attend faculty meetings and gatherings whenever possible. By being on faculty committees he is able to give the benefit of his own knowledge and experience and to benefit from their suggestions. When the business office integrates itself with the academic field it is invariably easier to balance the budget.

A business manager can equip himself to be of considerable help to the president. Knowing the academic program, he can advise with the president on many points in the budget. He can give advice about funds for promotions and other budgetary matters. In fact, his office should be a very real and important factor in the administration of the institution.

The business manager's job is a challenging though difficult one. Regardless of the time and study required, he will be well repaid by an increasing efficiency and a merited appreciation on the part of the whole institutional body—students, alumni, faculty and administration alike.

NEWS

**Texas Votes on Investment Policy of University Fund . . . Street
Car Company Bought by College . . . Construction of Some Gymnasiums
Permissible . . . Survey Shows Economic Gains to Town From College**



New Office Building for E.I.C.S.

NEW YORK.—Plans for the immediate construction of an office building for the Educational and Institutional Cooperative Service, Inc., were announced recently by Henry B. Abbett, president of the organization. The E. & I. Cooperative Service, as it is more commonly known, is a nonprofit organization owned and operated by and for more than 700 colleges and universities throughout the United States.

The \$200,000 structure will accommodate the executive, sales and accounting offices of the organization that limits its membership to institutions of higher education holding membership in the National Association of Educational Buyers. The building will be located on Franklin Avenue in Garden City, Long Island, N.Y.

The new structure will measure approximately 78 by 36 feet and will have a total cubage of some 73,000 cubic feet. Built of reinforced stone concrete, with brick and limestone facing, it will provide specially de-

signed storage and mailroom facilities in its office basement. Rogers and Butler, New York architects, designed the building.

The officers and directors of the E.I.C.S. are all associated with colleges and universities. Its president, Mr. Abbett, is purchasing agent of Purdue University.

Other E.I.C.S. officers and directors include Leslie F. Robbins, vice president, who is purchasing agent of the University of Colorado; Louis G. Baker, purchasing agent of the University of California; Claude L. Hough Jr., director of purchases of The Principia; George S. Frank, purchasing agent of Cornell University; the Rev. J. Leo Sullivan, director of purchases at the College of the Holy Cross; Edward K. Taylor, business manager of Cornell University Medical College; Eugene Turner, Princeton University, and David F. Watson, purchasing agent of the University of Chicago. The general manager of the E.I.C.S. is William S. Price.

Investment Policy of Two Texas Institutions to Be Decided by Vote

AUSTIN, TEX.—Texas voters will determine in November whether the University of Texas and Texas A. & M. College can increase their income for operating expenses without increasing taxes, tuition fees, or state appropriations.

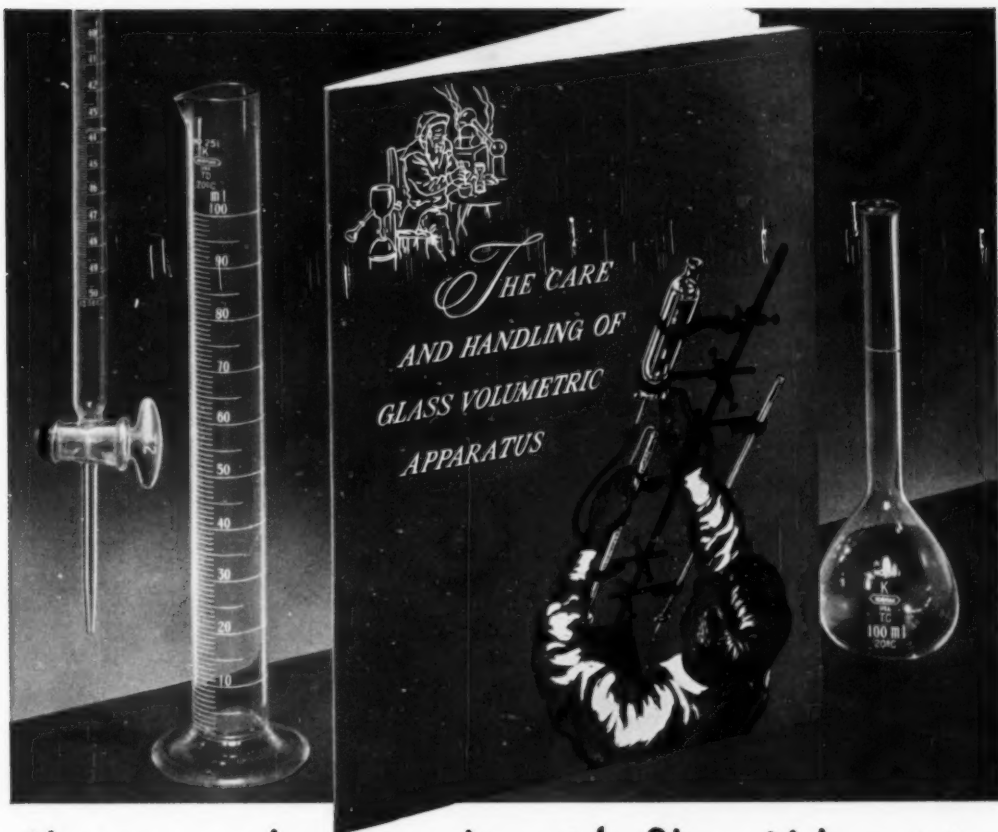
A constitutional amendment that will permit increased income without cost to the state will be one of those appearing on a statewide election ballot November 13.

Currently the Permanent University Fund can be invested only in certain bonds, which pay a relatively low interest rate. The interest income is divided approximately two-thirds to the university and one-third to Texas A. & M. for building construction and to pay their operating costs in part. If the amendment is approved, up to half of the Permanent University Fund can be invested in corporate stocks.

In the last year the rate of income from the investments, now limited to bonds, was slightly in excess of 2½ per cent. It has been as high as 4 per cent in the years before the interest rate on bonds began a decline which now finds it at an historically low level.

In seeking authority from the people to diversify the investments these Texas schools are following a precedent established by leading American university endowment funds and the policy of the state of Texas as expressed in the Texas Trust Act of 1945.

A composite study by the university investment office shows that more than 34 per cent of the endowment funds of 27 leading American universities was invested in preferred and common stocks and that a substantial majority of the 27 institutions earned between



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NEWS.

4 and 6 per cent returns during the past few years.

As a safeguard for the Permanent Fund, which is derived largely from oil operations from university lands, the amendment proposal stipulates that not more than half the fund shall be invested at one time in stocks. It further decrees that not more than 1 per cent of the fund shall be invested in the securities of any one corporation; that not more than 5 per cent of the voting stock of any one corporation shall be purchased, and that purchases shall be limited to stock of companies incorporated within the United States that have paid dividends for 10 consecutive years or longer immediately prior to the date of purchase and that, except for bank stocks and insurance stocks, are listed upon an exchange registered with the Securities and Exchange Commission.

Lafayette College Buys Street Car Company

ST. LOUIS. — The St. Louis Car Company, which constructs light-weight street cars, elevated and sub-

way cars and electric trackless trolleys, has been purchased for \$6,000,000 by Lafayette College, Easton, Pa., according to an announcement by Edwin B. Meissner and his son Edwin Jr., president and executive vice president respectively.

The sale was negotiated, according to reports, by the Marquis Foundation, a nonprofit corporation established by a group of college trustees to acquire business and other property to aid the college.

The two Meissners declared that, although the company's shares were being acquired by a tax exempt institution, the company would continue to pay federal, state and city corporation taxes. The Meissners agreed to sell their 86,709 shares of stocks for cash and notes at \$60 a share. As a condition of the purchase, it was reported, the Marquis Foundation must offer to buy the other 13,291 outstanding shares at the same price and terms.

Lafayette College is expected to pay off the notes from company earnings. The gross earnings of the company, for the year ending Oct. 11, 1950, were \$367,000.

Bulletin Keeps Educators Informed on Legislation

WASHINGTON, D.C. — The American Council on Education recently released a bulletin reporting current status of legislation of interest to college administrators. A summary of legislative activity follows:

Emergency aid to medical, dental and other health education schools, S. 337, is on the Senate calendar after having been favorably reported by the committee on labor and public welfare. It has been passed over on four calls of the calendar because of objections by Senators Schoeppel, Hendrickson and Dirksen.

No hearings have yet been held on R.O.T.C. Bills S. 325 or H.R. 1775. These bills are designed to expand R.O.T.C. programs and to place the army and air force R.O.T.C.'s on the same basis as the N.R.O.T.C.

Public Law 894 extends vocational rehabilitation and education benefits of P.L. 16 to veterans disabled in combat zones and zones of great hazard. H. R. 3932 would extend these benefits to all veterans with compensable service-incurred disabilities. The House passed the measure on June 18, 1951; it is now in the Senate committee on labor and public welfare.

General aid to education, at the elementary and secondary level, is incorporated in H.R. 4468, but action on the bill in this session is considered improbable, according to Washington observers. H.R. 3362 would provide grants-in-aid to the states for construction. It is thought by some that if any aid program is considered by Congress this type would gain more support than a general aid program.

A tax revision bill, H.R. 4473, as passed by the House, includes a provision that exempts admissions tax from admissions to benefit performances when the proceeds inure solely to nonprofit educational, religious and charitable institutions. It is reported that the legislative staff of the House ways and means committee interprets the exemption to apply to little theaters, artist series, and similar performances and concerts. The exemption does not apply to admissions to athletic contests unless the proceeds inure exclusively to the benefits of elementary and secondary schools.

Tentative approval of a 60 per cent increase in second-class mail rates has been given by the House committee



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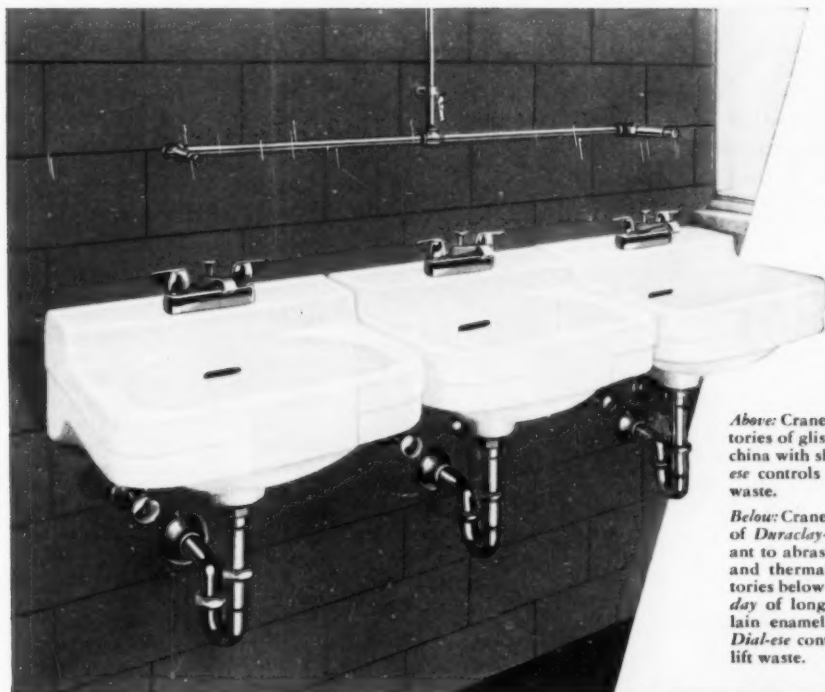


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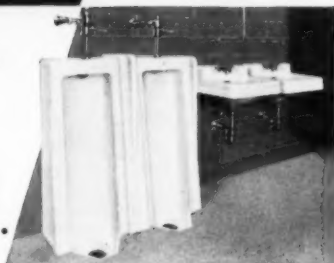
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NEWS.

on post office and civil service, but the committee has agreed temporarily to exempt from the increase publications of nonprofit educational, scientific, religious and similar organizations and institutions.

Permit Construction of Some School Gymnasiums

WASHINGTON, D.C. — On July 10 the National Production Authority amended N.P.A. Delegation Order 14,

authorizing eight government agencies to process applications for permission to commence construction by giving them authority to operate under provisions of the N.P.A. Controlled Materials Plan (C.M.P.).

The Federal Security Agency, responsible for relationships with higher education, was among the eight agencies covered in the new order. The new amendment also broadens the Federal Security Agency's authority, permitting it to process applications for

construction of school gymnasiums under certain conditions.

The F.S.A. is authorized to act on applications to commence construction of a gymnasium provided it is a part of a school plant and is to be used primarily for instructional purposes in physical education and training, and does not include facilities for seating spectators.

Communities Benefit Through Their Colleges

BOSTON. — The bureau of business research of Boston University's College of Business Administration has just completed a research project that evaluates the economic value of higher education to the New England area.

Statistics compiled during the study reveal that more than \$87,000,000 was spent by 50,000 students, parents and visitors in New England during 1949-50. This was a figure larger than the total yearly retail sales of a city the size of Brockton, Mass. The colleges spent more than \$225,000,000, including pay rolls of \$112,000,000 for 48,000 employees.

The study also revealed that real estate values tended to be higher in a town in which a college might be situated. In addition, the presence of such institutions continues to attract large endowments and gifts, adding to the prestige of the area and providing significant research facilities for New England business firms.

25% S.I.U. Students Are Self-Supporting

CARBONDALE, ILL. — Despite inflated living costs, 20 per cent of Southern Illinois University students estimate their total expenses at \$75 to \$125 per 12 week term; only 8 per cent say quarterly expenses exceed \$300.

Other estimated costs per term, including room, board, tuition, clothing, laundry and incidentals, are: \$125 to \$175, 23 per cent; \$175 to \$225, 22 per cent; \$225 to \$250, 11 per cent, and \$250 to \$300, 9 per cent. Nine per cent of the students queried in a study by Wayne Mann, alumni director, made no estimates on expenses.

Out of 1488 students who completed questionnaires for the alumni office, 346 said they are completely self-supporting; 165, 75 per cent self-



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Bausch & Lomb Educational Instruments

NEWS

supporting, and 170, 50 per cent self-supporting.

Although 65 per cent of S.I.U. students work part time, only 13 per cent say they chose to attend Southern for financial reasons. Extremely low expenses for many S.I.U. students may be attributed, in part, to the fact that 11 per cent live at home, and 35 per cent go home on week ends. Ninety-five per cent of the students live within 90 miles of the campus. Eighty-six said they travel to and from

home by train, 318 by bus, 915 by auto, 45 by "hitch-hiking," and four by air. Among the commuters, 83 students say they drive to and from their homes daily for financial reasons, 97 because of home chores or jobs, eight because of "inadequate social life at the university," and 10 because of "entertainment facilities lacking in Carbondale."

Thirty-five per cent of the students said their educational expenses are partially covered by scholarships.

NAMES IN THE NEWS

Roy V. Lund, assistant supervising engineer of the University of Minnesota's physical plant since 1945, has been named supervising engineer. Mr.



Roy V. Lund

Lund succeeds **Prof. William F. Holman**, who is retiring after having been a member of the university staff since 1909 and, since 1928, supervising engineer.

Howell H. Brooks, business manager of Coe College, has been appointed acting president of the college for an indefinite period beginning September 1, while **President E. C. Cummings** is on leave to serve the U.S. Government in a classified assignment. Mr. Brooks, prior to accepting his business manager appointment at Coe College in 1950, had been controller of DePauw University from 1934 to 1950.

Dr. Franklin D. Murphy, dean of the University of Kansas Medical School since 1948, has been named chancellor of the university, the appointment becoming effective September 1. Dr. Murphy succeeds **Deane W. Mallott**, who resigned recently to accept appointment as president of Cornell University.

James L. McCaskill, associate secretary of the department of higher education of the National Education Association and also coordinator of the



J. L. McCaskill

National Conference for the Mobilization of Education, has been named director of the division of legislation and federal relations for the National Education Association. He succeeds **R. B. Marston**, who will now become director of the membership division of N.E.A.

Gordon Gray, president of the University of North Carolina and former Secretary of the Army, has been granted a leave of absence to accept an appointment by President Truman to the directorship of the nation's new Psychological Strategy Board.

Rev. Frank A. Rose, pastor of the First Christian Church of Danville, Ky., has been named to the presidency



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S-612 1/2

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*This is the chair specially designed for the Lamont Library at Harvard.



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NEWS

of Transylvania College, Lexington. His appointment will become effective on September 1, when he succeeds **Dr. Raymond F. McLain**, who is resigning to become director of the commission on higher education of the National Council of Churches of Christ in the U.S.A.



A. B. Peterschmidt

Arnold B. Peterschmidt, dean of the college of business administration at the University of Portland, Portland, Ore., has been named to the newly created post of controller by the **Rev. Robert H. Sweeney, C.S.C.**, president of the university.

Ralph C. Bursick, assistant dean of the University of Cincinnati College of Business Administration, has been named to succeed **Dr. Norman P. Auburn** as dean of university administration. Dr. Auburn resigned from the University of Cincinnati in order to accept the presidency of the University of Akron.

A. D. Stout, business manager and treasurer of Culver-Stockton College, Canton, Mo., has been named business manager and controller of Wilson College, Chambersburg, Pa. He was assistant treasurer of Ottawa University, Ottawa, Kan., before going to the Missouri institution in 1937.

Joseph N. Mayer Jr., recent graduate of Ithaca College and resident of Binghamton, N.Y., has been named assistant treasurer of Ithaca College.

Dr. Charlton C. Jernigan, head of the classics department at Florida State University, has been elected president of Queens College, Charlotte, N.C. Queens College is a 93 year old women's college affiliated with the Southern Presbyterian Church.

Frederick de Wolfe Bolman Jr., assistant to the dean of the division of general education of New York University, has been named president of Jamestown Community College, Jamestown, N.Y. He will assume his new duties on September 1.

John H. Cooper, headmaster of Keith Country Day School, Rockford, Ill., has been named headmaster of Kinkaid School in Houston, Tex. He will succeed **Mrs. W. J. Kinkaid**, who has been administrator of the school since she founded it in 1906.

Lee A. Barclay has been appointed business manager and treasurer of Alabama College, Montevallo, Ala. Mr. Barclay succeeds **Raymond D. Fowler** as business manager of this state college.



L. A. Barclay

Harold E. Hyde, chief of the division of educational research of the New Hampshire Board of Education, was named recently to succeed **Howard R. Jones** as president of Plymouth Teachers College, Plymouth, N.H.

Rev. Michael J. Gavin, C.S.C., assistant professor of philosophy at the University of Portland in Oregon, has been appointed vice president. He succeeds the late **Rev. William S. Scandlon, C.S.C.**

Rev. Clifford E. Barbour, pastor of the Second Presbyterian Church at Knoxville, Tenn., has been appointed to the presidency of the Western Theological Seminary, Pittsburgh.

Victor R. Cain, assistant headmaster at Calvert School, Baltimore, has been named to the headmastership of Hannah More Academy, Reisterstown, Md.

Walter D. Head, former headmaster of Montclair Academy, has been appointed president of the Bergen Junior College, Teaneck, N.J. He will succeed **Clarence L. Littel**, who resigned last spring.

Rev. Albert W. Ray, a member of the South Georgia Conference of the Methodist Church, has been appointed president of Andrew College at Cuthbert, Ga. He succeeds **S. C. Olliff**.

Rev. Samuel M. Hilburn, president of Dakota Wesleyan University, Mitchell, S.D., has announced his resignation.

The Very Rev. R. Vincent Kavanagh, chairman of the division of languages and literature of Carroll College, Helena, Mont., has been named to the presidency of the college. He succeeds the **Rt. Rev. Msgr. Emmet J. Riley**.

James D. Bain, former controller of the Associated Colleges of Upper New York, has been appointed to the newly created post of controller of the University of Toledo.

Henry L. McCrorey, president emeritus of Johnson C. Smith University, Charlotte, N.C., died recently at 88 years of age. He had been president

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NEWS

of the university from 1923 to 1947.

Rev. Guy Woodbridge Wadsworth, former president of Occidental College, Los Angeles, died recently at 89 years of age. He had been president of the college from 1897 to 1905.

Rev. Orrin Roe Jenks, president emeritus of Aurora College, Aurora, Ill., died recently at 83 years of age.

classified advertising

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Accounting or Purchasing Agent—Woman: now employed; in charge of purchasing and accounting in small college; desires similar position in school or hospital; prefers location in east. Write Box CW60, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager Now employed in this capacity; excellent experience all phases college business administration; married; veteran; B.S. Business Administration; finance major; object—better job. Write Box CW35, COLLEGE AND UNIVERSITY BUSINESS.

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Dining-Hall Director—Now employed; 12 years with a university; desires to make change; thoroughly experienced in every phase of supervision of kitchens, planning and purchasing food, supplies, etc.; experienced chef and baker. Write Box 59, COLLEGE AND UNIVERSITY BUSINESS.

Office Management—Young man; 31; with sales and banking experience desires college or private school business office position; married; two children; veteran; Harvard student prior to military service; available immediately. Write Box CW58, COLLEGE AND UNIVERSITY BUSINESS.

Statistician-Chartist—15 years' statistical experience; last 4½ years specializing in design and implementation of charts for industrial organizations involved in litigation under anti-trust laws and Federal Trade Commission Acts; academic knowledge of accounting; varied administrative and supervisory experience; desires position as statistician-chartist or in administrative capacity in college business office, preferably but not necessarily in New England states. Write Box CW62, COLLEGE AND UNIVERSITY BUSINESS.

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Accountant and Purchasing Agent—Large privately endowed eastern university wishes to obtain well qualified chief accountant with imagination and ability to cooperate with officers and faculty; will have full control of the accounting system; purchasing agent should be able to install new system of central purchasing; give details concerning education and experience and salary expected; permanent positions. Write Box CO47, COLLEGE AND UNIVERSITY BUSINESS.

Dietitian—For dining hall in small Ohio college; hall serves approximately 200; position available September 1. Write Box CO52, COLLEGE AND UNIVERSITY BUSINESS.

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DIRECTORY OF ASSOCIATIONS

Association of College and University Business Officers

Central Association

President: Laurence R. Lunden, University of Minnesota; secretary-treasurer: C. C. De Long, University of Illinois.

Convention: April 20-22, 1952, Ohio State University, Columbus.

Eastern Association

President: D. L. Rhind, Massachusetts Institute of Technology; secretary-treasurer: Irwin K. French, Middlebury College, Middlebury, Vt.

Convention: Dec. 9-11, Chalfonte-Haddon Hall, Atlantic City, N.J.

Southern Association

President: Gladys Barger, Lenoir-Rhyne College; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: Nelson Wahlstrom, University of Washington; secretary-treasurer: James M. Miller, University of California.

American Association

President: Glenwood E. Jones, Shaw University; secretary: L. H. Foster Jr., Tuskegee Institute.

Convention: May 1952, Howard University, Washington, D.C.

Association of College Unions

President: Frank Kuensel, University of Michigan; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention: April 1952, Oklahoma A. & M. Union, Stillwater, Okla.

Association of Physical Plant Administrators of Universities and Colleges

President: Walter W. Kraft, University of Oklahoma; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

Convention: May 1952, University of Michigan.

American College Public Relations Association

President: Stewart Harral, University of Oklahoma; secretary-treasurer: James W. Armsey, Illinois Institute of Technology, Chicago.

College and University Personnel Association

President: Boynton S. Kaiser, University of California; secretary-treasurer: Ruth Harris, University of Illinois.

National Association of College Stores

President: George Racine, Northwestern University; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

Convention: 1952, Miami.

National Association of Educational Buyers

President: Jamie R. Anthony, Georgia Institute of Technology; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N.Y.

Convention: May 1952, Washington, D.C.

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WHAT'S NEW

August 1951

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 66. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Institutional Urns

The line of Tri-Saver Coffee Urns has been augmented with additional sizes and models for institutional use. Employing permanent stainless steel filters which eliminate the use of filter paper



and urn bags, the Tri-Saver institutional urns are now available in single wall types and in two and three piece batteries as well as combination urns which combine a pressure boiler and a coffee urn. The urns range in capacities from 20 to 80 gallons for single urns and batteries. Combination urns have coffee capacity up to 30 gallons.

The urns are built of heavy-gauge stainless steel with Sealweld burnout-proof construction. They are designed to be mounted on stands which can be furnished in stainless steel or lacquered steel. Gauge glasses are protected by calibrated stainless steel guards and thermostatic controls are available to regulate coffee and water temperatures. Urns are designed for use with gas, steam or electric heat. S. Blickman, Inc., Dept. CUB, 536 Gregory Ave., Weehawken, N. J. (Key No. 777)

Venetian Blind Tape

Flexalum Plastic Tape for venetian blinds is now available separately for use in rehabilitating present equipment. Formerly used only on Hunter-Douglas Flexalum venetian blinds, it is now being offered for use in renewing old blinds. HD Brand Plastic Tape has also been developed for re-taping and renewing blinds. It has the type of ladder spacing which is suitable for most conventional 2 inch slats.

Both of these venetian blind tapes are made of plastic and cannot shrink, stretch or fade and remain always attractive and fresh in appearance. The tape

is resistant to dirt and dust and the smooth, non-porous surface does not hold soil. It can be readily cleaned by wiping with a damp cloth. Sealed-in pigments provide permanent, sun-fast colors. Hunter-Douglas Corp., Dept. CUB, 150 Broadway, New York 7. (Key No. 778)

Calibrating Unit

Students can make their own polarographic measurements by adding the new Students' Calibrating Unit to a circuit containing a standard laboratory potentiometer, galvanometer and electrodes. The unit is designed to enable schools to supplement physical chemistry courses with laboratory experiments in polarography without a big investment. The only adjustments on the new students' unit are a calibrating knob and a range switch. Wide choice of ranges adapts the unit to a broad variety of polarographic analyses. The equipment is designed for constant laboratory use and components are securely mounted in an acid-resistant bakelite case. Leeds & Northrup Co., Dept. CUB, 4934 Stenton, Philadelphia 44, Pa. (Key No. 779)

Glass Block Finish

Cleaning time to remove mortar smears from the face of glass block can be considerably reduced with the new factory-applied, transparent face finish now used on all PC "55" Line Functional Glass Blocks. Known as the "Clean-Easy" glass block face finish, the product provides a clean block face with a minimum of cleaning time during construction, thus permitting a saving in panel construction costs, and keeps the glass block panels looking bright and clean since occasional rainfall will clean the exterior of the panel.

Other features of the PC blocks which add to the ease and efficiency of glass panel construction include "finger-feel" ridges on the top inside edge of the block, color and name designation to prevent mixing various types of block in a panel, arrows and the words "Top-In" to ensure against blocks being placed in the panel upside down. Pittsburgh Corning Corp., Dept. CUB, 307 Fourth Ave., Pittsburgh 22, Pa. (Key No. 780)

Plastic Flooring

A new vinyl plastic asbestos tile flooring is being introduced under the name Arraflor. It is a resilient flooring, attractive in appearance and rugged enough for areas subjected to heavy traffic and other abuse. It can be installed on, above or below grade and in areas where moisture conditions or the presence of fats, oils or greases might prohibit the use of other types of flooring. It is fire-resistant and is not affected by mild acid solutions or such solvents as gasoline, naphtha or alcohol. Arraflor is available in 18 marbled colors in 9 by 9 by $\frac{1}{8}$ inch tile sizes. B. F. Goodrich Flooring Div., Dept. CUB, Watertown 72, Mass. (Key No. 781)

Curtis Dua-Lite

A newly designed incandescent unit has been introduced as the Curtis Dua-Lite. It provides indirect illumination for general room lighting as well as direct illumination as a reading light. A glass cover, together with an efficient alzak aluminum reflector, softly diffuses the indirect light throughout the room. A Fresnel lens is used to control distribution of the 75 watt lamp used in the direct component.

The Dua-Lite has an outlet plug built into the bottom of each unit for convenience in plugging in radios and other electrically powered equipment. The



housing of the lamp is cast aluminum which can be easily painted after installation to harmonize with the room interior. Curtis Lighting, Inc., Dept. CUB, 6135 W. 65th St., Chicago 38. (Key No. 782)

Vegetable Peelers

Two new floor model, stainless steel vegetable peelers have been added to the Univex line. Model F40 has a capacity of 40 pounds and Model F60 of 60



pounds of potatoes or other root vegetables at one time. Overpeeling is prevented by an automatic timer, thus making it unnecessary to supervise the operation. The full capacities of 40 or 60 pounds of vegetables are peeled in little more than a minute with only the thin skin removed. The new models are 40 inches high, 24½ inches long and 22 inches wide. Each has a silent double "V" belt drive and an enclosed peel trap. **Universal Industries, Dept. CUB, Somerville, Mass. (Key No. 783)**

Dishwashing Stain Remover

A new machine dishwashing compound, known as Salute, has been introduced to remove stains from all dishes, both china and plastic. In normal dishwashing operations Wyandotte Salute prevents the formation of stains on plastic, china or glass when used at indicated concentrations. It can be used to remove stains from badly soiled pieces, with no special equipment, when instructions for destaining are followed. **Wyandotte Chemicals Corp., Dept. CUB, Wyandotte, Mich. (Key No. 784)**

Liquid Fire Extinguisher

Air-Flo is the name given to a new, one gallon Vaporizing Liquid Fire Extinguisher recently announced. It operates on the principle that dual air pumps build up internal air pressure which instantly forces the liquid out in a continuous, steady stream up to 30 feet. The extinguisher is light weight and easy to handle and offers effective protection against electrical and flammable liquid fires. The Buffalo Air-Flo is ruggedly constructed and is designed to provide quick, dependable action

when needed. The vaporizing liquid is sealed in an air-tight compartment and is designed to last for years. Recharging can be quickly and easily done on the spot. **Buffalo Fire Appliance Corp., Dept. CUB, Dayton 1, Ohio. (Key No. 785)**

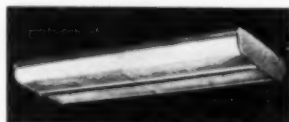
Asphalt Tile Preserver

A new asphalt tile preserver has been introduced which is anti-slip, penetrating and surface sealing. It has been rigorously tested in use and results indicate a cut in floor maintenance time and a saving in floor maintenance materials with its use. The preserver is applied in a single treatment, requiring no wax. Applications last for several months, keeping the floors in good condition, according to the manufacturer. The new dressing preserves the beauty of the asphalt tile and increases its life. **Multi-Clean Products, Inc., Dept. CUB, 2277 Ford Pkwy., St. Paul 1, Minn. (Key No. 786)**

Holoflux Luminaire

The new 9300 series surface-attached Holoflux Luminaires simulate recessed construction because of their extreme shallowness of design. They have low brightness, high output, easy and continuous installation and minimum depreciation. Brightness control is provided both across and along the axis of the lamps.

Features of the construction of the new units include easy removal of the Controlens and snap shut hinged doors. The luminaires can take two or four fluorescent lamps of either the conventional bipin or the new instant-start single pin type. A small percentage of upward light illuminates the ceiling and



there is complete absence of glare, even in long continuous runs. **Holophane Company, Inc., Dept. CUB, 342 Madison Ave., New York 17. (Key No. 787)**

Colored Metal Furniture

A large range of colorful enamel finishes is now available on Royal Metal furniture. The finishes are heat-treated or baked for increased durability and are designed to harmonize with any decorative scheme. Because of the restrictions on the use of nickel and copper, chrome plating will be reduced and the enamel finishes will be used on most of the line of metal furniture offered by **Royal Metal Mfg. Co., Dept. CUB, 175 N. Michigan Ave., Chicago 1. (Key No. 788)**

Fiberglass Ceiling Board

Noncombustible, economical and efficient thermally and acoustically, the new Fiberglass Ceiling Board is suspended on a grid system fabricated from extruded aluminum T-sections. The new ceiling board is rigid and light weight, composed of glass fibers bonded together with a stable resin. It is used with suspended ceiling construction, affording a durable, attractively finished ceiling providing acoustical and thermal insulating properties, at an economical cost. Fiberglass Ceiling Board may be installed in new or existing construction and is adaptable both to large areas and to smaller offices and class rooms.

The board can be cleaned with wall-paper cleaner or a vacuum cleaner with a simple aluminum nozzle without brush attachment. It may be spray painted with any good water-base paint without decreasing its acoustical value. For recessed lighting, boards may be replaced with sheet glass, plastic or egg-crate type light diffuser panels. **Owens-Corning Fiberglass Corp., Dept. CUB, Nicholas Bldg., Toledo 1, Ohio. (Key No. 789)**

Laboratory Oven

Continuous circulation of the air inside the heating chamber in the new forced draft laboratory oven is provided by a multi-blade blower wheel and ball bearing motor. Improved thermostat response and better uniformity of temperature result from this improvement. The unit also features a Power Selector Switch which allows instant selection of low, medium or high current input. The oven is constructed of 18-8 stainless steel inside and out and is of type 302 construction. **Schaar and Company, Dept. CUB, 754 W. Lexington St., Chicago 7. (Key No. 790)**

Air Diffusers

A new line of high-pressure, aspirating air diffusers (Type HPW-1) has recently been introduced. Available in three sizes, the HPW-1 design is a pre-induction type unit which induces room air, mixes it with the primary air in approximately equal proportions, and discharges the mixture through an aspirating air diffuser. The new units can be used on air distribution systems which carry air at velocities up to 5000 fpm and static pressures up to 6 in. wg. High temperature differentials can be handled and temperature difference between primary air and ambient or room air is limited only by dew point to avoid condensation. Air volume can be manually or automatically controlled. **Anemostat Corporation of America, Dept. CUB, 10 E. 39th St., New York 16. (Key No. 791)**

Mobile Kardex

The new Remington Rand Mobile Kardex can house all cost, personnel, credit, ledger and other records. The new units can be moved, grouped and arranged for the greatest efficiency, regardless of floor layout, and can be made available at the point of use and convenience with a minimum of effort. All records in Mobile Kardex are visible, for faster use, and all writing and transcription are done at comfortable working level.

Equipped with ball bearing, hard rubber casters, Mobile Kardex can be moved right to the person needing information. The unit can be easily rolled into the vault for overnight storage if desired. Where mobility is not required, Mobile Kardex can be provided with a stationary angle base. **Remington Rand Inc., Dept. CUB, 315 Fourth Ave., New York 10. (Key No. 792)**

Sanitation Test Material

A number of sanitation testing kits are available for accurate and efficient testing of sanitation materials and equipment. Thus tests can be made efficiently without waste of materials and the resulting unpalatable products. The new simplified equipment and methods include test sets for determining the effective acidity or alkalinity of detergent solutions, the chlorine concentration of sanitizing solutions, the efficiency of quaternary ammonium sanitizing solutions, the hardness of water, swimming pool test sets, and other tests for various sanitizing materials. **Klenzade Products, Inc., Dept. CUB, Beloit, Wis. (Key No. 793)**

Ice Cream Freezer

A new 1951 model ice cream and frozen custard freezer is now available from Mills Industries. The refrigerated side cabinet pump-fed model provides a continuous supply of custard, the refrigerated mix being supplied from the cabinet by a pump as the finished product is drawn off. A new sanitary draw-off spigot serves custard with speed and ease. An extra heavy drive head provides greater strength for low temperature operation. A new 2 h.p. agitator drive motor is also available and is interchangeable with the standard motor for extra low custard temperature operation. **Mills Industries, Inc., Dept. CUB, 4100 Fullerton Ave., Chicago 39. (Key No. 794)**

Liquid Cleaner

Designed to remove completely all finger marks, smears, dirt-film and grease from painted, plain or varnished wood and metal surfaces, Kleensol is

usable directly from the bottle. This new liquid cleaner sterilizes as it cleans since it acts on the matter to which bacteria cling, washing soil and bacteria away at the same time, according to the manufacturer. It is easy to use and saves time and effort in cleaning and redecorating operations.

Kleensol can be used to clean and brighten painted walls and woodwork, doors, wood trim, venetian blinds, bed frames, wood and metal bannisters, baseboards, moldings, windows, mirrors, tile, porcelain, aluminum and stainless steel as well as all glass or porcelain-coated ware. **Patterson Wells Corp., Dept. CUB, 80 Main St., Madison, N.J. (Key No. 795)**

Handled Beaker

To help solve the problem of handling large beakers in laboratories, Corning Glass Works has introduced the new 3000 ml Pyrex brand Handled Beaker. The Pyrex brand glass handle is attached to the beaker with a stainless steel band which also acts as a protective collar. The beaker can thus be gripped firmly, without danger of dropping when hot liquid is being used. Both the handle and the band are easily removed and are interchangeable. The Pyrex Handled Beaker is chemically stable and resistant to thermal and physical shock and has a heavily beaded top rim to prevent chipping. **Corning Glass Works, Dept. CUB, Corning, N. Y. (Key No. 796)**

Air Sanitizer

A compact, recessed wall mounting unit has been introduced to provide ultra-violet radiation for confined areas. Known as the Model No. RSW201-U6 Air Sanitizer, the unit has a highly effi-



cient parabolic reflector especially designed to concentrate and direct the maximum energy from the ultra-violet lamp to an angle that is above the horizontal, yet in such manner as to reduce to a minimum the reflection from low ceilings. The controlled reflection ensures complete upper irradiation of a room.

The unit has a housing of 20 gauge steel, finished in white baked enamel, and the reflector is of Alzak aluminum. It is built for flush mounting and is rigidly reinforced to prevent distortion during installation. Handy wiring compartments at each end of the housing aid in wiring and eliminate the need for additional outlet boxes. The fixture should be mounted seven feet from the floor. **Sperti Faraday, Inc., Dept. CUB, Adrian, Mich. (Key No. 797)**

Venetian Blind Washer

The Tornado Venetian Blind Washing Machine is a newly designed machine which quickly and economically cleans venetian blinds, including the



cords and tapes. Blinds to be cleaned can be brought to a central location or the machine can be moved on its rubber rollers or carried on a small truck or platform to any desired location.

The Tornado is a cabinet type washing machine which is connected to the water line and to a standard electric outlet. Cold water is used with a special detergent. The motor and pump inject the detergent into the water line. Blinds to be cleaned are suspended in a clear space and sprayed with the detergent solution which is not re-used. A valve controls the amount of detergent used so that a heavier solution can be employed for unusually dirty blinds. To rinse, clear water is obtained merely by switching off the motor. The machine should be operated on a concrete floor near a floor drain.

The cabinet is finished in hammerloid aluminum with chrome and plastic trim. The enclosed metal tank has a capacity of 28 gallons and is coated with rust resistant paint. The hose is long-wearing, oil and grease resisting plastic. **Venetian Blind Equipment Co., Inc., Dept. CUB, 101 S. 44th St., Philadelphia 4, Pa. (Key No. 798)**

Improvements to Magic Chef Line

The Magic Chef Cafe line ranges are now available with automatic oven lighting and safety oven pilots as optional equipment. The compact pilot unit fits snugly in the inside lower left-hand corner under the range base and lights through the regular oven bottom lighter port. It is available for all gases and incorporates 100 per cent shutoff for complete safety. General Controls automatic lighting equipment is used. **American Stove Co., Dept. CUB, 1641 S. Kingshighway Blvd., St. Louis 10, Mo. (Key No. 799)**

Methods Manuals

Because much of the literature received by the editor of "What's New" is of a guidance or reference nature, as differentiated from catalog and other actual product literature, a new section of the "What's New" department has been set up. Under "Methods Manuals" will be listed that literature which it is felt will be helpful to the administrator and his department heads in relation to operational, educational or public relations problems.

A collection of "Recipes Right for Quantity Cooks—Recipes For Extending Your Food Budget" is being offered by National Biscuit Company, Mary Ellen Baker, 449 W. 14th St., New York 14. These recipes were compiled as a result of requests for "budget-wise" dishes and the collection is available without charge. (Key No. 800)

The general subject of noise control in schools is covered in a brochure on "Sound Conditioning for Schools and Colleges" published by The Celotex Corporation, 120 S. LaSalle St., Chicago 3. Particular sound problems of specific areas such as corridors, auditorium, cafeteria, music rooms, typewriting room, classrooms, library, gymnasium and administrative offices are discussed and many illustrations are used. (Key No. 801)

The second edition of "Color Is How You Light It" is now available from Sylvania Electric Products, Inc., 87 Union St., Salem, Mass., at 50 cents a copy. Known as FL-420, the book is designed to enable those with lighting or decorating problems to predict how a color will look under any one of the eight colors of white now available. The second edition includes analyses of the two new de luxe colors of fluorescent white light perfected since publication of the first book two years ago. Colors in the new book are separated into five groups of eight colors each, according to the light under which they appear most favorable. (Key No. 802)

"Help With Your Community's Civil Defense Communications" is the title of a new brochure issued by General Electric Co., Dept. N-5, Electronics Park, Syracuse, N.Y. Presenting typical communications systems now in use which can be coordinated into a dependable emergency communications network in any community, the brochure also describes the company's technical advisory service for civil defense radio communications. (Key No. 803)

Prepared as a public service by The National Information Committee on Lighting, 1410 Terminal Tower, Cleveland 13, Ohio, the 24 page report, "Lighting and the Nation's Welfare" summarizes the vital services of illumination in public safety, in research and

education, in industrial production and in government. The booklet is broken down into five sections covering production lighting, office lighting, protective lighting, public safety lighting and education lighting. (Key No. 804)

Product Literature

• **Peabody Wood Folding Chairs and Portable Assembly Chairs** are described in a folder recently released by the Peabody Seating Company, Inc., North Manchester, Ind. The "Plus Values" of this wood seating equipment, which is available on short delivery dates, are discussed in the folder which is fully illustrated. The portable assembly chairs, available in several types and styles, are custom built for each job. (Key No. 805)

• **"More than meets the Eye"** is the title of a booklet issued by "Uniforms by Ostwald" Inc., Ostwald Bldg., Staten Island 1, N.Y. Employing 154 illustrations to tell the story of how a uniform is made, the booklet is designed to tell the complete story of these custom made band uniforms. Every step in the process is illustrated with descriptive accompanying text. The story covers all parts of the complete band uniform and even gives the story of shipping the finished product. (Key No. 806)

• A new full-color folder has been released on the advantages of Marlite Panels for institutional interiors. Entitled **"Modernize With Marlite,"** the folder shows actual Marlite installations in hospitals, schools, offices and other institutions. It describes the use of Marlite prefinished wall panel for modernizing kitchens, rest rooms, lobbies, laboratories, offices and other rooms in all types of institutions. The folder has been released by Marsh Wall Products, Inc., Dover, Ohio, and illustrates Marlite wall panels in full color. (Key No. 807)

• A new **Mealmaster Recipe File and Menu Service** has been introduced for quantity food kitchens. Developed by Mary T. Kavanaugh, food service authority and test kitchen director, the Mealmaster service contains more than 500 recipes which have been tested and refined in large and small food serving units over a period of years. The group of recipes in the Mealmaster service has been selected from thousands. All types of food are included, from appetizers to desserts, and recipes are listed under 22 classifications. They are presented on 5 by 8 inch cards in a manner designed to ensure accuracy of ingredient and portion control and to reduce preparation time. Portion costs and major nutritional values of each item are given. The service is offered by Mealmaster Recipe File and Menu Service, 7646 S. Marshfield, Chicago 20. (Key No. 808)

• **"Corbin Wood Products"** illustrated and described in a new folder issued by Corbin Cabinet Lock-Wood Products Division, The American Hardware Corp., New Britain, Conn., cover mail sorting tables, storage cabinets, key cabinets, bulletin boards and other items constructed of kiln-dried hardwoods. The products are offered for shipment knocked-down, complete with all hardware for re-assembly. (Key No. 809)

• **"Modern Drying Equipment—Electric-Aire"** is the title of a new catalog, fully illustrated and describing the quality hand and hair dryers manufactured by Electric-Aire Engineering Corp., 209 W. Jackson Blvd., Chicago 6. Complete information and technical data on both hand dryers and institutional hair dryers is given, including specifications, installation procedures, types of users and product guarantee. (Key No. 810)

• A new booklet for handcrafters has been published by The American Crayon Co., Sandusky, Ohio. Entitled **"Decorate with Dek-All,"** the new 20 page booklet has full color illustrations and is designed to interest teachers and students in school and college art departments and home economics classes as well as youth groups, recreational centers and other organizations. The booklet sells at 25 cents. (Key No. 811)

• Stressing the importance of proper seating for pupils and students because of the amount of time spent in classrooms from kindergarten to college, The Norcor Manufacturing Company, Green Bay, Wis., tells the story of its line of school seating in a folder entitled **"As the Twig Is Bent."** The folder is illustrated with significant photographs of pupils of varying ages as well as illustrations of the seating equipment. (Key No. 812)

• Two new catalogs of **Testing, Guidance and Reading-Improvement Materials** are available from Science Research Associates, 228 S. Wabash Ave., Chicago 4. Copies are available for individual use or for distribution to classes in guidance or tests and measurements. One catalog is designed for elementary teachers, counselors and administrators and the other for high school and college personnel. (Key No. 813)

• The **Hot Food Equipment catalog No. S1740** issued by the Bastian-Blessing Co., 4203 Peterson Ave., Chicago 30, illustrates and describes equipment for serving hot foods. Eleven models of the waterless food warmers are shown, available for gas or electricity and requiring no plumbing connections. The warmers are designed to keep the foods at the proper temperatures to preserve taste and quality at a saving in fuel costs. Griddle stands and roll warmers are also illustrated and described. (Key No. 814)

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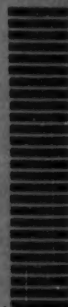
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All across the nation—

Frigidaire is helping schools serve better meals at lower costs!

School staffs know how important appetizing, nourishing food is in keeping students healthy and happy. That's why so many schools continually choose Frigidaire equipment. They know Frigidaire gives the best, safest refrigeration possible. And they've discovered, too, that Frigidaire's matchless trouble-free service and year-in, year-out reliability keep costs really low!

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Frigidaire Compressors and Cooling Units safeguard foods' nutritional values in Walk-in Coolers. They provide continuous dependable refrigeration—and at minimum cost because they operate on a trickle of current. Famous Meter-Miser available in $\frac{1}{4}$, $\frac{1}{3}$ and $\frac{1}{2}$ hp sizes. Frigidaire reciprocating compressors up to 25 hp. Wide range of gravity and forced air cooling units available.



Frigidaire Water Coolers along school corridors provide a dependable flow of cool, refreshing drinking water. Smartly styled, and whisper-quiet, Frigidaire Water Coolers operate for as little as 2¢ a day.



Roomy Frigidaire Reach-Ins in school kitchens keep foods fresher, more flavorful longer—by blanketing all food with constant safe cold. Reach-Ins are also used to preserve the full potency of health-saving drugs and medicinals in school dispensaries.

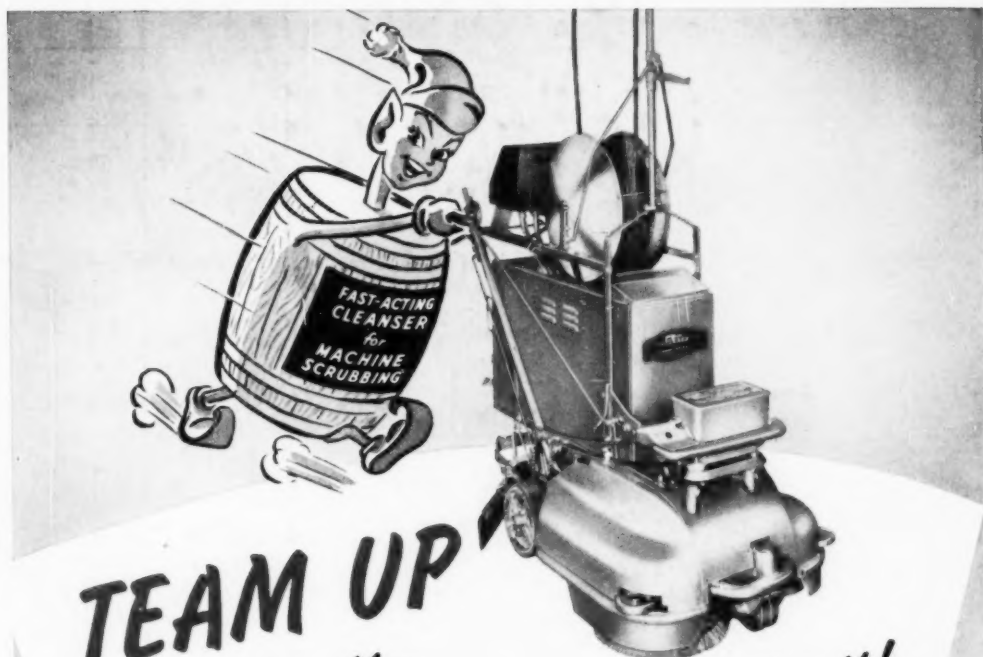


Frigidaire Low-Temperature Cabinets in school cafeterias keep ice cream at just-right temperatures for fast-serving and provide safe storage for frozen foods. They're powered by Frigidaire's thrifty Meter-Miser, simplest cold-making mechanism ever built.

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